



The Effect of Workload, Burnout, and Job Satisfaction on Turnover Intention in General Practitioners in Indonesia

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ABSTRACT

Turnover intention is the desire to move or leave the job. High turnover intention can harm hospitals and disrupt the quality of patient service. Several factors affect turnover intention, namely individual, group, and company factors. This study was conducted to determine the effect of workload, burnout, and job satisfaction on turnover intention in general practitioners in Indonesia. This research was conducted online involving 188 general practitioner respondents who work as clinicians in hospitals and clinics throughout Indonesia. Data collection was carried out by distributing a questionnaire containing 29 questions with a Likert Scale of 1 – 5 based on the purposive sampling method. The results of filling out the questionnaire will be analyzed by the partial least square-structural equation modeling (PLS-SEM) method. The results of this study stated that workload and burnout had a positive influence and job satisfaction had a significant negative influence on turnover intention in general practitioners working in hospitals/clinics. Therefore, management must pay attention to the workload and burnout rate as well as the job satisfaction of general practitioners to prevent turnover intention.

Keywords: Workload, Burnout, Job Satisfaction, Turnover Intention.

INTRODUCTION

Health is a crucial sector where general practitioners play an important role as the front line in providing health services to the people of Indonesia. A general practitioner is a medical professional who is trained to provide primary medical care to patients. General practitioners are responsible for providing medical services, including prevention, diagnosis enforcement, treatment, and rehabilitation of patients, to referral for further treatment to specialist doctors (Ministry of Health of the Republic of Indonesia, 2022). In carrying out their duties, general practitioners have rights and obligations by the law and the code of ethics of the medical profession. General practitioners must have a registration certificate (STR) and a practice license (SIP), where general practitioners are allowed to work in hospitals, clinics, or private practices with a maximum of three locations. This restriction has the aim of maintaining the quality of doctors and maximizing service to patients.

Optimal health services are influenced by the number of medical personnel and facilities available. The number of general practitioners is increasing every year (can be seen in Figure 1.1). According to the Ministry of Health of the Republic of Indonesia (2024), as of May 2024, there are 156,310 general practitioners in Indonesia. However, this number is still not enough to meet the needs of doctors in Indonesia. Currently, the ratio of general practitioners to the population is still very low, which is 0.47 per 1,000 population (can be seen in Table 1.1). In addition, the need for health services continues to increase and the membership of the Health Social Security Administration Agency (BPJS)

has reached 98.19% or 276,520,647 people as of August 1, 2024 (CNN Indonesia, 2024). This further illustrates that Indonesia is still very short of general practitioners. The high demand for health services not balanced by the equal distribution of the number of doctors, will increase the workload and stress of a doctor, which will have an impact on the quality of health services in Indonesia.



Figure 1. Diagram of the increase in the number of doctors 2018-2023 (Yonatan, 2024).

Table 1. Number and Ratio of General Practitioner Needs in Indonesia in 2024 (Ministry of Health of the Republic of Indonesia, 2024)

Number of general practitioners (as of May 2024)	156,310 people
Number of general practitioners shortage	124,294 people
The ratio of general practitioners to population	0.47 per 1,000 inhabitants
Target ratio of general practitioners to population	1 per 1,000 inhabitants

Workload is the number and intensity of tasks that must be completed by a person in a certain period. A doctor will have an increasing workload along with the increase in the number of patients and the need for medical services. In addition to the number of patients, working hours, night shifts, number and composition of the team, administrative responsibilities completeness of medical documents, and emergency calls also contribute to the workload faced by general practitioners (Cordero-Guevara et al., 2022). The existence of an increasing workload can affect the physical and mental health of a doctor which can cause doctors to burnout.

Burnout is a term used to describe symptoms that arise due to work-related stress. Intense and prolonged work stress can cause physical, mental, and emotional fatigue which is a syndrome of burnout. According to research by del Carmen et al. (2019), 45.6% of doctors have a high burnout rate and are most affected by exhaustion. The study also stated that general practitioners who provide primary health services have a 1.3 times higher risk of burnout compared to specialist doctors (del Carmen et al., 2019). The work environment, workload, stress management skills, and organizational factors such as leadership and lack of rewards/wages, are some of the factors that can contribute to causing doctors to become burnout, and dissatisfied with their jobs (Patel et al., 2018).

Job satisfaction is defined as a positive or pleasant emotional state toward a person's work or employment experience (Asgarian et al., 2021). Doctors' satisfaction in carrying out their work can have an impact on the quality and safety of services provided to patients and can have an impact on patient satisfaction. A doctor's job satisfaction is influenced by several things such as the relationship between doctors and patients and colleagues, as well as incentives (Verulava, 2022). In addition, high workload

and burnout will affect the level of satisfaction with doctors at work, which can later affect the quality of health services (Montuori et al., 2022; Verulava, 2022).

These three things are suspected to be related to the doctor's desire to leave work or move to a place that is more suitable for the individual's needs (Lestari & Margaretha, 2021). Research by Rotenstein et al. (2023) stated that as many as 47.3% of doctors experienced burnout and 24.3% of doctors wanted to leave their jobs during the pandemic. The study also stated that doctors who have an excess workload will have a 2.2-2.9 times higher risk of experiencing burnout and a 1.7-2.1 times higher risk of leaving work (Rotenstein et al., 2023).

In addition, the phenomenon raised in this study is related to the high level of turnover intention in general practitioners in China who work in emergency departments, which is 55.18%. This is influenced by low income, physical and mental burden, medical errors, and emergency services (Feng et al., 2022). In addition, research by Suwandi et al. (2023) at the University of Indonesia Hospital also stated that there was an increase in the turnover rate of general practitioners from year to year, namely, in 2020 it was 42%, in 2021 it was 55%, and in 2022 it was 101%. The increase in turnover intention in general practitioners is in line with the increase in workload, where the number of patients is increasing after the hospital collaborates with BPJS and the COVID-19 pandemic (Suwandi et al., 2023).

A short interview was conducted with 10 general practitioners who work in both hospitals and private clinics to find out the desire to change jobs, the factors that affect the job change, and the factors considered in finding a new workplace. The results of the brief interview can be seen in Table 2

Table 2 Brief interviews with 10 general practitioners

	Question 1	Question 2
Initials	Is there a desire to change jobs? Give a reason	What factors will be considered if you want to find a new workplace?
DW	Yes. Management is less communicative, and often overtime.	Salary according to workload, work according to contract agreement.
DA	Yes. Management is not good, and relationships and communication with colleagues/nurses are not good.	Salary, workload, supportive coworkers
EA	Yes. Management, remote, overload	Distance between workplace and residence, workload, patient occupancy level
VG	Yes. Salary and physical conditions of the workplace are not comfortable	Salary, strategic and convenient location
WDS	Yes. Workload, work environment, unsupportive co-workers, and salary	Advantages in a new place (letters of recommendation, salary, experience, and case variety)
SPS	Yes. Stress, too often staying up at night with very crowded patient conditions.	Salary, the number of general practitioners working in 1 shift, and the level of patient crowding
NPSW	Yes. Facilities and medicines are incomplete/inadequate, limiting health services.	The types of cases vary, the equipment is more complete and can provide a letter of recommendation to continue education.

RP	Yes. Salary payments are often late, and do not match the number of patients treated.	Salary according to workload and service services, strategic location, timely management
ARW	Not. Income is appropriate.	Salary proportional to the workload
RDW	Not. I have just been accepted at work and still want to adapt and observe the current work environment.	The popularity of the place, the market is more, the salary is according to the workload.

Based on the results of a short survey, 8 out of 10 general practitioners interviewed said that they had the intention to change jobs. Some of the factors that affect the desire to change jobs are salary, not the workload, poor management, communication with colleagues, the environment and physical condition of the workplace, stress, late payments, and incomplete facilities. The majority of respondents said they would consider the amount of salary they would receive when looking for or accepting a new job offer. They expect the compensation they receive to be by the workload carried out at work. In addition, the distance of the workplace, popularity, and the level of patient crowding are also taken into consideration.

The existence of a high turnover intention rate in a company can have an impact on the company's economy and the quality of patient services. An increase in turnover intention will increase hospital operational expenses, where hospitals must recruit, onboard, develop, and train new general practitioners (Suwandi et al., 2023). In addition, a high rate of physician turnover will affect the understanding of patient history and disrupt the doctor-patient relationship in providing ongoing care. The existence of high turnover intention will also affect service time due to reduced labor or adaptation of new doctors. Thus, turnover intention is an important aspect that must be considered because it can affect organizational efficiency and productivity as well as patient satisfaction (Prasetyo & Rosyada, 2023; Raman et al., 2024).

Therefore, this study is aimed at finding out the relationship between workload, burnout, and job satisfaction to the incidence of turnover intention in general practitioners, with the hope that this study can be an evaluation material for improving the quality of doctors and health services to patients in Indonesia. This research model will be tested empirically on certain populations, namely general practitioners who have worked in both hospitals and clinics in Indonesia.

The purpose of this study is to test and analyze the effect of workload on burnout. Testing and analyzing the effect of workload on job satisfaction. Testing and analyzing the effect of workload on turnover intention. Testing and analyzing the effect of job satisfaction on turnover intention. Testing and analyzing the effect of burnout on turnover intention. Testing and analyzing the effect of burnout on job satisfaction.

METHOD

This research is quantitative analytical research, which is research that analyzes the relationship between variables with data in the form of numbers that will be analyzed through statistical calculations (Bougie & Sekaran, 2019). This study is an observational study using a survey and does not carry out any special intervention on the subject during the study. The data from the survey results will be collected and analyzed at a certain time so that this study uses a cross-sectional design. In the form of numbers or with a cross-sectional research design (Sekaran & Bougie, 2016). The significance of the

relationship between variables is known based on the results of hypothesis testing with certain inferential statistical methods to find a p-value <0.05 (Sugiyono, 2013).

There are two types of research data sources, namely primary data and secondary data. Primary data is data obtained directly from data sources, while secondary data is data taken indirectly, either from documents or data from third parties. (Pinto & Paramita, 2021). This study uses primary data obtained directly from respondents through the distribution of research questionnaires. Ethical Clearance This research has been issued by the ethics commission of Universitas Pelita Harapan based on ethical clearance letter number 050/MARS/EC/XI/2024.

This study is a quantitative analytical research using statistical methods to analyze multivariate models. This study uses 4 variables with 6 paths so this research model is quite complex and the appropriate method is partial least square-structural equation modeling (PLS-SEM). The PLS-SEM method can analyze the influence between research variables simultaneously with an exploratory approach and can explain and predict to develop further theories. (Shmueli et al., 2019). In addition, the PLS-SEM method does not require normally distributed data in testing hypotheses and the significance of the influence between research variables.

RESULTS AND DISCUSSION

Table 3 Results of Hypothesis Test (Significance and Coefficient)

It	Path	Coefficient	T-stats	Significance (P-value)	Hypothesis
H1	Workload -> Burnout	0,641	12,388	0,000	Supported (significant)
H2	Workload -> Job Satisfaction	-0,332	3,084	0,001	Supported (significant)
H3	Workload -> Turnover Intention	0,208	2,173	0,015	Supported (significant)
H4	Job Satisfaction -> Turnover Intention	-0,427	5,785	0,000	Supported (significant)
H5	Burnout -> Turnover Intention	0,174	1,910	0,028	Supported (significant)
H6	Burnout -> Job Satisfaction	-0,256	2,892	0,002	Supported (significant)

Based on Table 2, the test of the six hypotheses that have been determined shows significantly supported results based on statistical analysis. The Hypotheses H2, H4, and H6 have a negative coefficient value of -0.332; -0.427; and -0.256, respectively, which means that these independent variables have a negative influence on the dependent variable which is by the direction of the hypothesis proposed. The negative coefficient indicates the direction of the relationship where when one variable increases, the other variables decrease, and vice versa.

Effect of Workload on Burnout (H1)

Based on Table 4.16, it is known that the results of the H1 hypothesis test show that this hypothesis has a standardized coefficient of 0.641, which means that workload has a positive influence on burnout. In addition, this hypothesis has a T-statistical value of 12.388 which shows that workload has a significant positive influence on burnout because it has a T-statistical value greater than the specified T-table value of 1.645. The significance of the influence of the workload variable on the burnout variable is also shown by the p-value of <0.05 , which is 0.000. Based on the results of the test, it can be stated that H1 is accepted and H0 is rejected.

The Effect of Workload on Job Satisfaction (H2)

The effect of workload on job satisfaction had a negative standardized coefficient value of -0.332. This indicates that workload hurts burnout. This negative influence describes the direction of the relationship, where this can be interpreted that the workload and job satisfaction variables have opposite effects, where a higher workload will cause lower job satisfaction, and vice versa. Workload has a significant negative influence on job satisfaction which is characterized by a T-statistical value of 3.084 and a p-value of 0.001. Through this, it can be stated that H2 is accepted and H0 is rejected.

Effect of Workload on Turnover Intention (H3)

The H3 hypothesis states that workload has a positive influence on turnover intention. Based on the results of hypothesis testing in Table 4.16, it is found that the relationship between workload and turnover intention has a coefficient of 0.208 which means that workload has a positive influence on the turnover intention variable. This H3 hypothesis is supported by a T-statistical value of 2.173 and a p-value of 0.015 which shows that workload has a significant positive influence on turnover intention. This means that the relationship between these variables is unidirectional, where the higher the workload, the higher a person's desire to leave work (turnover intention) will be. Therefore, the H3 hypothesis was accepted and H0 was rejected.

The Effect of Job Satisfaction on Turnover Intention (H4)

The H4 hypothesis states that job satisfaction has a negative influence on turnover intention. This H4 hypothesis is supported by a standardized coefficient value that is negative for the path between job satisfaction and turnover intention, which is -0.427. This shows the opposite direction of the relationship where the higher the level of job satisfaction of a doctor, the lower the desire to move or leave the job (turnover intention), and vice versa. Job satisfaction with turnover intention had a significant negative influence supported by a T-statistical value of 5.785 and a p-value of 0.000, so the H4 hypothesis was accepted and H0 was rejected.

Effect of Burnout on Turnover Intention (H5)

Burnout had a positive influence on turnover intention which was characterized by a standardized coefficient of 0.174. This supports the H5 hypothesis which states that burnout has a positive effect on turnover intention which means that the higher the burnout experienced by doctors, the higher the desire to change jobs (turnover intention) will be. The results of the H5 hypothesis show a significant influence which is characterized by a statistical T-value of 1.910 and a p-value of 0.028 so the H5 hypothesis is accepted and H0 is rejected.

Effect of Burnout on Job Satisfaction (H6)

The H6 hypothesis states that the burnout variable has a negative influence on job satisfaction. The H6 hypothesis can be proven by the existence of a coefficient value of -0.256 which states that burnout has a negative influence on the job satisfaction variable. This can be interpreted that the higher the burnout experienced by doctors, the lower the level of job satisfaction, and vice versa. The existence of a significant negative influence was marked by a T-statistical value of 2.892 and a p-value of 0.002. Therefore the H6 hypothesis is accepted and H0 is rejected.

Indirect Effect

The indirect effect analysis was carried out to see the indirect influence due to the involvement of mediation variables. This analysis is carried out by analyzing the path or path in the overall research model. Two variables are mediators or intermediaries in the relationship between workload and turnover intention. The specific indirect effect test will analyze the coefficient and T-statistical values of the pathways that connect the independent variable with the dependent variable. The results of the analysis of specific indirect effects are as follows:

Table 3 Results of Specific Indirect Effect

Path	Coefficient	T statistics	P values
Burnout -> Job Satisfaction -> Turnover Intention	0.109	2.426	0.008
Workload -> Burnout -> Job Satisfaction -> Turnover Intention	0.070	2.252	0.012
Workload -> Burnout -> Job Satisfaction	-0.164	2.608	0.005
Workload -> Job Satisfaction -> Turnover Intention	0.142	3.025	0.001
Workload -> Burnout -> Turnover Intention	0.111	1.778	0.038

Based on the results of the analysis of specific indirect effects on the research model, several pathways were obtained that explain how much the mediation variable influences the relationship between the independent variable and the dependent variable. Based on Table 3, it was found that the workload path to turnover intention mediated by job satisfaction had the strongest influence with a coefficient of 0.142. When compared to Table 3, if you look at the direct influence between the workload variable on turnover intention, a coefficient of 0.208 is obtained. Meanwhile, when mediated by job satisfaction, the influence between workload and the desire to change jobs decreases with a coefficient of 0.142.

Importance-Performance Analysis (IPMA)

Analysis importance-performance (IPMA) is a very important aspect as a further analysis Advance from the PLS-SEM model which aims to identify performance factors by using construct performance. IPMA analysis is carried out by combining descriptive analysis with inferential analysis that will be presented into a map or mapping which has two axes, axis X indicates importance by using the Total Effects and Axis Y shows performance that uses the Mean (Ringle & Sarstedt, 2016).

IPMA analysis is very useful to find out the managerial implications of the research model. IPMA analysis can show the level of importance and performance of the factors involved in the research model so that through this, management can know which factors must be maintained, prioritized, or improved (Shmueli et al., 2019). The calculation of IPMA analysis was carried out using SmartPLS 4 by determining the dependent variable as a reference for the performance or performance of the independent variable in the research model, in this case, Turnover Intention was determined as the target of construction in this study. The following are the results of IPMA analysis on this research model:

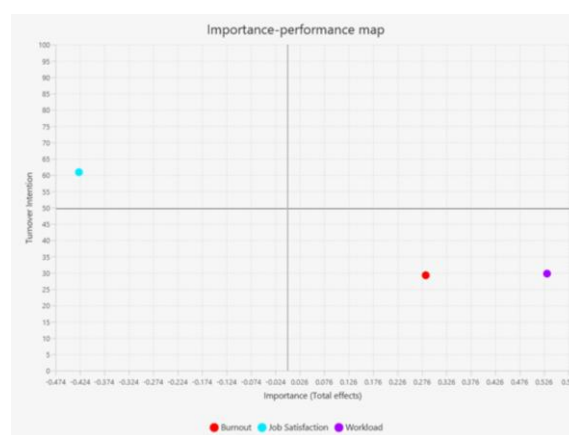


Figure 2 Results of Importance-Performance Map Analysis (IPMA) of the construct

Based on the results of the analysis of the level of importance and performance (IPMA) in Figure 4.6, two variables are classified as having a high level of importance in influencing turnover intention, namely burnout and workload. The workload variable is located in the lower right quadrant and has the

farthest position from the x-axis, indicating that the workload variable is the most important and influential in causing turnover intention. Meanwhile, the burnout variable is also classified as the second most important factor after workload in influencing the occurrence of turnover intention.

Based on the results of the IPMA, management must prioritize workload management, which can include the distribution of schedules and the amount of work evenly according to a predetermined period, so that with good workload management, the desire to move (turnover intention) by doctors can be reduced. This is similar to burnout, the management team must brainstorm to reduce the burnout rate for doctors through refreshment activities, build a support system, pay attention to the mental health of doctors, and build a supportive environment to reduce burnout as one of the important factors that affect turnover intention.

The Job Satisfaction variable is located in the upper left quadrant which shows that the variable already has a fairly high performance but has less influence in reducing turnover intention (low importance). With the performance of job satisfaction is good enough and the level of importance is low, the managerial team can allocate more attention to other factors that have higher priorities, while still maintaining the performance of job satisfaction.

Table 5 Results of Importance-Performance Map Analysis (IPMA) construction

Variable	Total Effects	Performance
Burnout	0.283	29.266
Job Satisfaction	-0.427	60.891
Workload	0.531	29.772

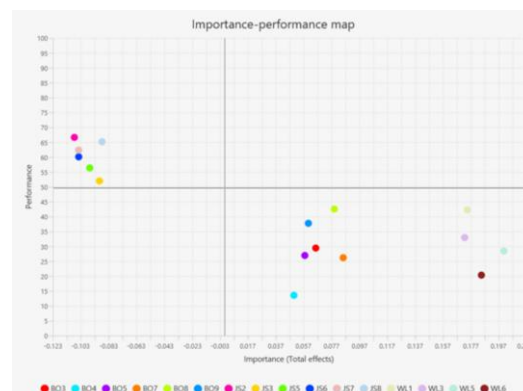


Figure 3: Results of Importance-Performance Map Analysis (IPMA) indicator

More specific Importance-Performance Map Analysis (IPMA) results at the indicator level can be seen in Figure 4.7. Based on Figure 4.7, the WL5 indicator related to difficulties in completing general practitioners' tasks has the highest level of importance so it has a high priority to be noticed and improved by the managerial team. In addition, the managerial team must also pay attention to the level of stress and frustration of the doctors represented by the WL6 indicator which is classified as having the lowest performance.

In the burnout variable, the BO7 indicator of emotions drained after doing work, had the highest level of importance compared to other indicators, followed by the BO8 and BO3 indicators regarding fatigue and lack of enthusiasm after treating patients. This shows that these indicators play an important role in influencing turnover intention so the managerial team must improve these indicators, especially in low performance.

Six job satisfaction indicators are classified as low importance and already have a fairly high performance. The JS3 indicator has the lowest performance level among other indicators, which is related to the basic salary earned by general practitioners. Even with low priority, the managerial team can improve the performance of these indicators by increasing the basic salary of general practitioners, according to the workload to increase job satisfaction.

Based on IPMA, the managerial team can evaluate what factors must be improved according to the priority of the level of importance. The managerial team can provide changes to prevent turnover intention by managing workload, allocating time to work, providing mental health counseling or counseling facilities, and conducting refreshments to reduce burnout.

Turnover intention is an important factor that affects a company and can cause losses, namely the company must suffer losses of time, effort, and funds, to carry out a new recruitment, orientation, training, and development process of human resources (Putranti, 2022). This study aims to find out whether workload, burnout, and job satisfaction affect the desire of general practitioners to quit or move to another place (turnover intention). In this research model, workload, burnout, and job satisfaction play a role as independent variables, and turnover intention as bound or dependent variables. In addition, through this study, the researcher also wanted to find out the effect between workload and the occurrence of burnout and job satisfaction as well as the effect of burnout on job satisfaction.

Based on the results of PLS-SEM analysis on the research model (can be seen in Figure 4.6), six pathways describe the research hypothesis. Based on the results of the analysis, all paths can prove the research hypothesis and can explain the direction of the relationship between related variables significantly.

Based on the results of hypothesis testing (can be seen in Table 4.16), the H1 hypothesis is in line with previous research by Akca and Küçükoğlu (2020) and Tziner et al. (2018) stating that workload has a statistically significant positive effect on the occurrence of burnout. In addition, Harry et al. (2020) also mentioned that every 10% decrease in workload can reduce the risk of burnout by 33%. In addition, workload also has a negative influence on job satisfaction (Chen et al., 2023; Harmen et al., 2020). According to Harmen et al. (2020), heavy workloads can cause employees to become stressed so that they are dissatisfied with their jobs, and management must pay attention to the workload based on the physical, and cognitive abilities and limitations of each individual. This theory supports the H2 hypothesis which can prove the hypothesis that workload has a negative influence on job satisfaction, which means that the lower the workload, the higher job satisfaction. Based on the results of the study, it was found that workload is the main factor with the largest coefficient value in significantly influencing the occurrence of turnover intention. This H3 hypothesis is supported and similar to previous research by Harden et al. (2016) and Anees et al. (2021) which stated that a workload that exceeds a person's capacity can be significantly positively related to a person's desire to move or leave work.

Other hypotheses are also in line with previous research which states that job satisfaction has a significant negative influence on Turnover Intention, where workers who are satisfied with their jobs will reduce stress, meet psychological and mental needs, and show positive behavior towards work, and can survive within the company (Ning et al., 2023; Anees et al., 2021; Deng et al., 2018). The proof that the H5 and H6 hypotheses have a statistically significant influence is also consistent with previous research that states that Burnout positively affects the occurrence of Turnover Intention. Employees with a high level of Burnout who are also high also have the potential to have a high desire to leave a job, look for other job opportunities, or change career paths (Zanabazar et al., 2023). Burnout also has a statistically significant effect in reducing the level of job satisfaction by the research by (Zanabazar et al., 2023) Which states Burnout in health workers causes low levels of job satisfaction.

Through this study, the workload variable is the main factor in influencing turnover intention in general practitioners, both those who work in hospitals and clinics. In addition, burnout and job satisfaction also have a significant relationship in influencing the incidence of turnover intention.

However, these variables can only explain some of the factors that cause turnover intention, judging from the R^2 value of 0.460 which is classified as low predictive accuracy, and Q^2 of 0.268 which is classified as moderate predictive relevance. The proposed research model has moderate and applicable predictive capabilities and can be further tested in a wider population. In addition, because this research model can only explain 46% of turnover intention events, it can be searched and developed for 54% of other factors that have the potential to affect turnover intention.

CONCLUSION

Analysis with the PLS-SEM method was used to answer research questions based on primary data that had been collected through respondents. Through these empirical tests, it can be concluded that Workload is proven to have a significant positive influence on burnout in general practitioners. Workload has been shown to have a significant negative influence on job satisfaction in general practitioners. Workload has been shown to have a significant positive influence on job satisfaction in general practitioners. Job satisfaction has a significant negative influence on turnover intention in general practitioners. Burnout has a significant positive effect on turnover intention in general practitioners. Burnout has a significant negative influence on job satisfaction in general practitioners.

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