

Research Article

The Mediating Role of Burnout in the Effect of Job Stress on Turnover Intention Among Paramedics at Puri Raharja General Hospital

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Abstract: This study aims to analyze the mediating role of burnout in the effect of job stress on the turnover intention of paramedics at Puri Raharja General Hospital. A saturated sampling technique was used, involving all 80 employees as the sample. The research applied a survey method using questionnaires and interviews, analyzed with descriptive statistics and inferential statistics using Partial Least Squares (PLS). The results showed that job stress has a positive and significant effect on turnover intention. Job stress also has a positive and significant effect on burnout. Furthermore, burnout positively and significantly affects turnover intention and partially mediates the relationship between job stress and turnover intention.

Keywords: Burnout, Job Stress, Turnover Intention.

1. INTRODUCTION

Human resources (HR) are the main assets of an organization, directly managing and carrying out various activities. HR plays a crucial role in determining organizational success; therefore, effective HR management—including recruitment, selection, training, and development—is essential. Proper management supports a balance between individual needs and organizational goals. Employees must be proactive in their development to contribute to the organization's strategy. Nevertheless, employee turnover remains a challenge, even for organizations with well-managed HR systems.

Hospitals, as health service institutions, are not exempt from the issue of turnover. With various medical services provided—from outpatient care to medical education—hospitals require a stable and professional workforce. However, the turnover rate in Indonesian hospitals tends to be high. While the ideal turnover rate is 5–10% per year, the actual rate often exceeds this range. In 2019, for example, hospital turnover in Indonesia reached 20.8%, indicating the need for more adaptive and sustainable HR strategies in the healthcare sector.

Puri Raharja General Hospital is a private hospital located on Jl. W.R. Supratman No. 14 & 19, Denpasar, Bali, providing professional, high-quality, and safe services under the motto "Your Partner for Healthy Living." As regulations evolve, the hospital has achieved "Paripurna" accreditation, reflecting its service quality standards. However, paramedic turnover has increased annually—from 5.24% in 2023 to 5.81% in 2024. Interviews with the hospital's HR and Training Assistant Manager revealed several causes of turnover, including acceptance into civil service, family demands, personal matters, and high job pressure, which often results in job stress.

Organizations must manage employees well to prevent turnover intention, which can harm performance and productivity. Turnover intention refers to an employee's desire to leave the organization due to factors such as higher pay elsewhere or unmet job expectations. It is often more damaging than actual turnover, as disengaged employees may remain in the organization but lose motivation and focus. HR management must create a supportive work

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environment, offer fair rewards, and ensure balance between organizational and individual needs to foster employee retention and loyalty.

According to Social Exchange Theory (Blau, 1964), the relationship between employees and organizations is based on reciprocity. Employees are more likely to stay if they feel valued and fairly compensated. A lack of reciprocity can lead to job stress—a mental and physical strain that impacts well-being and cognitive performance. Employers must actively support their staff to maintain high performance and prevent excessive pressure that could result in stress and low motivation. Prolonged stress that cannot be managed may lead to burnout.

Burnout is a psychological condition characterized by exhaustion and a sense of failure due to excessive job demands. Job stress is directly related to burnout, which can stem from poor service quality, unfair wages, difficult working conditions, or lack of employee involvement in decision-making. Employees experiencing burnout may become emotionally drained and more likely to seek other job opportunities. Organizations must cultivate a healthy work environment to prevent burnout and maintain employee well-being. Studies show that higher burnout levels correlate with higher turnover intention, and burnout significantly mediates the relationship between job stress and turnover intention.

While some studies (e.g., Pratiwi, 2020; Yumna & Setawati, 2022) found no significant effect of job stress on turnover intention, the inconsistency in findings highlights the need for further research. Therefore, this study investigates how job stress and burnout contribute to turnover intention among paramedics to help organizations achieve their goals effectively and efficiently without employee turnover..

2. METHODS

This study employed a quantitative approach with a causal associative research design to analyze the mediating role of burnout in the effect of job stress on turnover intention at Puri Raharja General Hospital, Denpasar. The location was selected due to the increasing turnover attributed to job stress and burnout. The research variables include job stress (X) as the exogenous variable, burnout (Z) as the mediating variable, and turnover intention (Y) as the endogenous variable. Operational definitions were based on previous studies: turnover intention indicators include thoughts of quitting, desire to leave the job, and looking for another job; job stress indicators include task demands, role demands, interpersonal relationships, organizational structure, and leadership; burnout indicators include emotional exhaustion, reduced personal accomplishment, and depersonalization.

The study population consisted of 80 paramedics who had worked for at least two years at the hospital, using a saturated sampling technique. Data sources included both quantitative (e.g., questionnaire responses, paramedic numbers) and qualitative (e.g., interview results, respondent profiles) data. Data were collected through interviews and questionnaires using a Likert scale to measure burnout, job stress, and turnover intention.

Inferential Analysis Results

Research Model Analysis Using the PLS (Partial Least Square) Method

1) Outer Model Testing

Outer Model Evaluation; the measurement model or outer model with reflective indicators is evaluated based on the results of convergent and discriminant validity of the indicators and composite reliability for the indicators. In this study, all variables are latent variables with reflective indicators so that the evaluation of the measurement model is as follows. So that the outer model testing is carried out as follows

a) Test results Convergent Validity

Table 1. Test results Convergent Validity

Outer Loadings(O)	T Statistics (O/STDEV)
Y1.1 <- Turnover intention 0.941	72,427

Y1.2 <- Turnover intention	0.946	69,715
Y1.3 <- Turnover intention	0.936	74,321
Y1.4 <- Turnover intention	0.857	31,285
Y1.5 <- Turnover intention	0.874	35,096
X1.1 <- Job stress	0.891	44,943
X1.2 <- Job stress	0.901	37,245
X1.3 <- Job stress	0.887	40,314
X1.4 <- Job stress	0.936	49,775
X1.5 <- Job stress	0.915	47,899
Z1.1 <- Burnout	0.958	116,010
Z1.2 <- Burnout	0.954	106,933
Z1.3 <- Burnout	0.875	31,353
Z1.4 <- Burnout	0.967	147,902
Z1.5 <- Burnout	0.970	152,741

Source: Appendix 10 Data processed 2025

Table 1 shows that the output results have met convergent validity because the original sample value is above 0.50 and the t-statistic value is above 1.96, so all statements in the variable turnover intention, work stress and burnout variables and the variables can be said to be valid.

b) **Test results Discriminant Validity**

Table 2. Test Results Cross Loading

	Turnover intention	Work stress	Burnout
Y1.1	0.941	0.536	0.704
Y1.2	0.946	0.550	0.698
Y1.3	0.936	0.588	0.695
Y1.4	0.857	0.500	0.559
Y1.5	0.874	0.528	0.592
X1.1	0.601	0.891	0.501
X1.2	0.453	0.901	0.396
X1.3	0.553	0.887	0.517
X1.4	0.480	0.936	0.401
X1.5	0.568	0.915	0.557
Z1.1	0.691	0.527	0.958
Z1.2	0.684	0.528	0.954
Z1.3	0.602	0.397	0.875
Z1.4	0.683	0.529	0.967
Z1.5	0.716	0.520	0.970

Source: Appendix 10 Data processed 2025

Table 2 shows the correlation of turnover intention variable (Y) with the crossloadings indicator value is higher than the correlation of burnout (Z) and work stress (X). The

correlation of work stress variable (X) with the crossloadings indicator value is higher than the correlation of burnout (Z) and turnover intention (Y). Then the correlation of burnout variable (Z) with the crossloadings indicator value is higher than the correlation of work stress indicator (X), and turnover intention (Y). So it can be explained that all indicators in each variable are valid. Another method to assess discriminant validity is to compare the average variance extracted for each variable with the correlation between the variable and other variables in the model. The model has sufficient discriminant validity if the AVE value must be greater than 0.50. This study presents the results of testing the AVE value in the model shown in Table 4.8.

Table 3. Test Results ValueAverage Variance Extracted

Research Variables	AVE
Turnover intention (Y)	0.831
Job stress (X)	0.821
Burnout(Z)	0.894

Source: Appendix 10 Data processed 2025

Table 3 shows that the AVE values of the turnover intention, work stress and burnout variables are 0.831, 0.821 and 0.894, where each variable has an AVE value of each variable greater than 0.50, so the model can be said to be good.

c) **Test resultsComposite Reliabilityand Cronbach's Alpha**

Table 4. Test ResultsReliability and Cronbach's Alpha

Variables	Composite Reliability	Cronbach's Alpha	Information
Turnover intention (Y)	0.961	0.949	Reliable
Job stress (X)	0.958	0.946	Reliable
Burnout(Z)	0.977	0.970	Reliable

Source: Appendix 10 Data processed 2025

Composite reliability and Cronbach alpha tests in table 4 show composite reliability values for turnover intention, work stress and burnout variables of 0.961, 0.958 and 0.977, as well as Cronbach's alpha for turnover intention, work stress and burnout variables of 0.949, 0.946, 0.970 where all variables have composite reliability and Cronbach's alpha values above 0.70. So the turnover intention, work stress and burnout variables have good reliability.

2) **Inner Model Testing**

a) **R-Square**

Table 5. R-test resultssquare

Variables	R Square
Burnout	0.283
Turnover intention	0.575

Source: Appendix 10 Data processed 2025

Table 5 shows the R-square value of the burnout variable of 0.283. This means that 28.3 percent of the variability of the burnout construct can be explained by the work stress variable, while the remaining 71.7 percent of the burnout variable is explained by other variables outside the model. Likewise, the turnover intention variable has an R-square value of 0.575. This means that 57.5 percent of the variability of the turnover intention construct can be explained by the work stress and burnout variables, while the remaining 42.5 percent of the turnover intention variable is explained by other variables outside the model.

b) Q-Square Predictive Relevance (Q2)

Q-Square predictive relevance (Q2). Measures how good the observation value produced by the estimation model and its parameters. Q-Square value > 0 indicates the model has a predictive relevance value (Q2). Conversely, if the Q-Square value < 0 indicates the model does not have a predictive relevance value (Q2). If the Q-Square value > 0.35 (categorized as a strong model), $> 0.15 - 0.02$ (moderate model) and < 0.02 (weak model). Calculation Q-Square Predictive Relevance (Q2) in this study are as follows.

$$\begin{aligned} Q2 &= 1 - (1 - R12) (1 - R22) \\ &= 1 - (1 - 0.283) (1 - 0.575) \\ &= 1 - (0.717) (0.425) \\ &= 1 - 0.304 = 0.696 \end{aligned}$$

Based on the calculation results of Q2 of 0.696 approaching 1. Referring to the criteria of the strength of the model based on the Q-Square Predictive Relevance (Q2) value, this model is classified as strong. The predictive-relevance value of 0.696 means that 69.6 percent of the variation in the turnover intention variable can be explained directly or indirectly by the work stress and burnout variables of the research model, while the remaining 30.4 percent is explained by other variables outside the research model.

Hypothesis Testing

Table 6. Hypothesis Testing Results

Hypothesis	Original Sample	t statistic	p-value	Information
Direct Influence				
Work stress -> Turnover intention	0.297	3,491	0.001	Significant
Work stress -> Burnout	0.532	6,236	0,000	Significant
Burnout-> Turnover intention	0.558	6,755	0,000	Significant
Indirect Influence				
Work stress -> Burnout -> Turnover intention	0.297	6,342	0,000	Significant

Source: Appendix 10 Processed data 2025

Table 6 shows the results of the PLS analysis used to test the hypotheses in this study. Hypothesis testing in this study can be described as follows:

1) Hypothesis testing of the influence of work stress on Turnover intention

Table 6 shows the magnitude of the influence of work stress on turnover intention is 0.297, with a p-value of $0.001 < 0.05$ and a t-statistic of $3.491 > 1.96$ indicating that

work stress has a positive and significant effect on the turnover intention of paramedics at RSU. Puri Raharja. This result means that if work stress increases, it will have a real impact on increasing the turnover intention of paramedics at RSU. Puri Raharja. So the first hypothesis in this study is accepted.

2) **Hypothesis testing of the effect of work stress on burnout**

Table 6 shows the influence of work stress on burnout of 0.532, with a p-value of $0.000 < 0.05$ and a t-statistic of $6.236 > 1.96$ indicating that work stress has a significant positive effect on burnout of paramedics at RSU. Puri Raharja. This result means that if work stress increases, it will have a real impact on increasing burnout of paramedics at RSU. Puri Raharja. So the second hypothesis in this study is accepted.

3) **Hypothesis testing of the effect of burnout on turnover intention**

Table 6 shows the large influence of burnout on turnover intention is 0.558, with a p-value of $0.000 < 0.05$ and a t-statistic of $6.755 > 1.96$ indicating that burnout has a positive and significant effect on the turnover intention of paramedics at RSU. Puri Raharja. This result means that if burnout increases, it will have a real impact on increasing the turnover intention of paramedics at RSU. Puri Raharja. So the third hypothesis in this study is accepted

4) **Role hypothesis testing burnout partially mediates the effect of work stress on turnover intention**

Table 6 shows the results of the indirect influence analysis, indicating that the p values are $0.000 < 0.05$, and t-statistic $6.342 > 1.96$ with a coefficient of 0.297 which means variable burnout is a mediating variable that influences the influence between work stress on turnover intention of paramedics at RSU. Puri Raharja, and the direct influence of work stress on turnover intention has p-value $0.001 < 0.05$ and t-statistic $3.491 > 1.96$, and the coefficient value is 0.297. Based on the mediation test criteria, this indicates that burnout partially mediates the complementary influence work stress on turnover intention paramedics at Puri Raharja Hospital. So the fourth hypothesis in this study is accepted.

3. DISCUSSION

The Effect of Job Stress on Turnover Intention among Paramedics at Puri Raharja General Hospital

The hypothesis testing results indicate that job stress has a positive and significant effect on the turnover intention of paramedics at Puri Raharja General Hospital. This confirms that higher levels of job stress experienced by paramedics lead to a noticeable increase in their intention to leave the organization. Based on this, the first hypothesis of the study is supported.

Job stress is a condition that causes mental and physical imbalance, affecting employees' well-being, emotions, and thought processes. It has become one of the primary factors influencing paramedics' desire to seek employment in environments they perceive as

more supportive. High levels of stress often cause discomfort at work, reduce emotional attachment to the organization, and prompt employees to seek job opportunities elsewhere.

According to Social Exchange Theory, the relationship between employees and organizations is viewed as an exchange relationship, where employees contribute labor and effort, while the organization provides a supportive work environment. Employees tend to stay in mutually beneficial relationships, but when there is an imbalance in the exchange, they are likely to seek more favorable alternatives. When employees feel that their contributions are not appreciated or that they are not receiving a fair return from the organization, they may become disappointed, stressed, and eventually develop the intention to resign.

The Effect of Job Stress on Burnout among Paramedics at Puri Raharja General Hospital

The results of hypothesis testing show that job stress has a positive and significant effect on burnout among paramedics at Puri Raharja General Hospital. This means that increasing levels of job stress experienced by paramedics lead to higher levels of burnout, thereby supporting the second hypothesis of the study.

Job stress is a state of mental and physical imbalance that negatively impacts employee well-being, emotions, and cognitive functions. Paramedics are particularly prone to high job stress due to the demanding nature of their work, such as handling critical patients, time pressure, and excessive workloads. If not properly managed, job stress can lead to burnout, which is marked by emotional exhaustion, cynicism towards work or patients, and decreased performance.

Based on Social Exchange Theory, if employees experience prolonged job stress without adequate recovery or compensation, the stress may escalate into burnout. When the organization fails to meet employees' expectations—such as providing adequate support to alleviate stress—they may feel neglected and undervalued, which increases their level of burnout.

The Effect of Burnout on Turnover Intention among Paramedics at Puri Raharja General Hospital

The hypothesis testing results show that burnout has a positive and significant effect on turnover intention among paramedics at Puri Raharja General Hospital. This finding indicates that increased burnout leads to a significant rise in turnover intention, thereby confirming the third hypothesis of this study.

Burnout is a form of exhaustion resulting from excessive work demands and is commonly experienced by individuals in service-oriented roles. It causes chronic fatigue, boredom, depression, and a desire to withdraw from work. Burnout creates an uncomfortable work environment for paramedics, making them feel unable to cope and prompting them to consider alternative employment opportunities. It often leads to cynicism toward their job, patients, or the organization, which weakens their emotional connection and loyalty to the institution, thus increasing turnover intention.

According to Social Exchange Theory, when employees feel their contributions are not fairly reciprocated, the imbalance in the social exchange relationship can lead to burnout. If unresolved, long-term burnout will eventually drive turnover intention, as employees feel unappreciated or trapped in an unfavorable work environment.

The Mediating Role of Burnout in the Effect of Job Stress on Turnover Intention

The results of hypothesis testing show that burnout serves as a mediating variable in the relationship between job stress and turnover intention among paramedics at Puri Raharja General Hospital. Burnout acts as a partial complementary mediator, indicating that increased job stress leads to higher burnout, which in turn elevates turnover intention. This supports the fourth hypothesis of the study.

Paramedics often face high job stress due to the demanding nature of their roles. If this stress is not effectively managed, it can lead to burnout, characterized by emotional exhaustion, cynicism, and diminished performance. Burnout makes the work environment less tolerable, causing paramedics to feel overwhelmed and seek better job alternatives.

In line with Social Exchange Theory, when the organization's support does not match the effort expended by employees, the imbalance in the exchange can result in burnout. Burnout itself represents a state of physical, emotional, and mental exhaustion caused by prolonged job stress. If not addressed, burnout contributes significantly to turnover intention, as employees feel undervalued or trapped in an unbalanced work relationship.

4. CONCLUSION

The findings of this study serve as the basis for drawing the following conclusions:

1. Job stress has a positive and significant effect on the turnover intention of paramedics at Puri Raharja General Hospital. This means that as job stress among paramedics at Puri Raharja General Hospital increases, their intention to leave the organization also tends to rise.
2. Job stress has a positive and significant effect on burnout among paramedics at Puri Raharja General Hospital. This indicates that higher levels of job stress tend to increase burnout among paramedics.
3. Burnout has a positive and significant effect on the turnover intention of paramedics at Puri Raharja General Hospital. This implies that as burnout levels increase, paramedics are more likely to develop a stronger intention to leave the hospital.
4. Burnout partially and complementarily mediates the effect of job stress on turnover intention among paramedics at Puri Raharja General Hospital. This suggests that turnover intention arises when employees experience high levels of job stress, which in turn increases their level of burnout.

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