



# Analysis of Job Satisfaction as an Intervening Variable in The Relationship Between Compensation, Transformational Leadership, and Workload Towards Turnover Intention of Contract Nurses at Hospital X

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**Abstract:** There is one problem related with source Power man that is turnover that occurred at Hospital X and is known reach more from 10%. Research aiming for analyze Job Satisfaction as an intervention in connection between compensation compensation, leadership transformational, and burden Work to turnover intention in nurses power Work contract at Hospital X. Research use approach quantitative with type explanatory. Population in study is all over Labor Nurse Contract at Hospital as many as 562 people. The sampling method used is non-probability sampling. Research data This using primary data that is done with share questionnaire in a way direct through google form with alternative answer use scale Likert. Research This use approach Structural Equation Model (SEM) with measurement model using Smart PLS program version 3.2.9. Research results This find that in a way simultaneous all over variable influential to turnover intention. In partial compensation, leadership transformational, and burden Work found own influence significant to Job Satisfaction. More carry on in a way partial satisfaction too work, compensation, leadership transformational, and burden Work own influence significant to turnover intention.

**Keywords:** Compensation; Job Satisfaction; Leadership Transformational; Turnover Intention; Workload

## 1. Introduction

Organization service health provide highly specialized services and care dedicated to for sensitive and highly dependent users Hospital services. Therefore that, user is reason main organization, and all intervention designed for fulfil need they in a way more effective. Nowadays the era has experience change, and organization service health the more viewed as company that every day fight for get prestige and effort for become competitive in the market. Quality services provided by the organization service health become the more important Because the more Lots users who have access to service health compared to previously, with more Lots more choices and demands big. Give service quality tall with cost as low as Possible is ability logistics all organization. Production process service health have characteristic features certain things that shape and determine importance source Power human in the labor market Work certain. Therefore that, existence source Power adequate, competent and motivated human resources No can ignored because it is very important for performance organization (Martins & Moreira, 2023). Source Power man is factor most important for a company that needs good management in frame improvement quality organization or Company.

Intention move understood as willingness employee for leave organization in which they be and start look for place Work new (Tett & Meyer, 1993). Characteristics organization like support perceived organization, culture organization, practice management source Power

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human being felt, commitment organization, Job Satisfaction, autonomy, and responsibility answer is predecessor from intention move (Martins & Moreira, 2023). The purpose of every organization is for increase commitment employees and avoid constraint turnover. However, any company, no matter how big the size, always experience situation dismissal, okay on initiative employees, because various reasons of a nature personal or professional, or when organization No Again need service employee the.

One of the hospitals in the district Attack namely Hospital X is a Class B Teaching Hospital. Hospital X provides various type service medical specialist, general, supporting medical and rehabilitation medical, and cooperate to organize activity education with Private college both those from Jakarta and those from from Serang and Cilegon. The workforce at Hospital X can it is said adequate for Hospitals, both structural power and manpower functional. Commitment to improvement quality of human resources continues done, because Hospital X realized fully that human resources are a very valuable asset in grow Hospital flowers. As for the number all employees at Hospital is 1281 people (including 698 civil servants, 583 non-civil servants). At Hospital X there are the phenomenon that occurs, namely height number nurse power Work contract that is postponed yourself in Hospital X from 2018 to 2022.

As is known, hospital performance is influenced by the number of patients. power health. Number power declining health cause service disturbed (room locked down, load Work increased, saturated, and so on). Amount power reduced health can also cause service health care provided to public No maximum. This is Because power health own a very important role in provide maintenance medical to society. Like expressed Indrasari et al. (2019) that level high turnover can cause instability and uncertainty about condition work offered by the organization, both both internally and externally external.

For know the problem of Hospital X that occurs in the above phenomenon, needs to be known factors What only one can influence turnover intention nurse power Work contract. Cause height turnover intention at Hospital X can known with moreover formerly see whether compensation that has been given to nurse power power Work contract during This Already in accordance with hope nurse or not yet. Compensation is factor the main driving force somebody For work, attract and retain employee. Compensation covers justice payments, rewards, and company inputs and outputs to employee (Nguyen & Truong, 2021). One of the way that can lower level turnover expressed Ramlah et al. (2021) is with increase compensation specifically in giving incentives and welfare to expected employees can increase productivity Work.

More carry on, Park & Pierce (2020) disclose that leadership transformational is behavior influential leadership follower for beyond interest personal they are for the good collective organization them and help follower reach potential maximum they through attention to needs individual. Speed and ability adapt has placing the professionals health in environment that is not sure and sure change. In turn, effective leadership can influence most valuable results from organization, reduce intention move employees and improve satisfaction customers and effectiveness organization (Martins et al., 2023). Leadership transformational marked with positive and proactive leadership. Behavior the push behavior ethical, improve motivation and optimism employees, encourage thinking independent, and focus on needs each person (Robertson, 2018). The result, leader transformational show moral basis in words and actions they. They viewed by his subordinates as role model, who motivates they for do your best for good organization.

The next factor is burden work, remember work man mental and physical, then too much burden tall allow use excessive energy so that cause overstress, on the contrary intensity excessive burden low allow the occurrence boredom and saturation optimal loading occurs between two extreme limits and of course just different between One individual with individual other (Raihan & Chaerudin, 2021). Increasing burden Work can give stress and discomfort on employees so that influence performance. Workload generated by interaction between condition task, environment work used as place work, skills, attitudes and perceptions employee.

There is a number of study previously tested influence leadership transformational to turnover intention. Research Park & Pierce (2020) find that style leadership transformational

from director office local have impact direct and negative to intention move workers. Furthermore, the research conducted Al Jamil et al. (2022) find existence significant influence between burden work and stress Work to Job Satisfaction and intention move. In addition Job Satisfaction in a way direct and significant can influence intention For move, also can mediate influence burden work and work stress to intention For move. Research results Angelo & Supartha, (2020) find that compensation financial, and Job Satisfaction influential negative significant to intention turnover employees. In addition also found influence positive and significant between leadership transformational and compensation financial to papacy Work

## 2. Preliminaries or Related Work or Literature Review

Cotton & Tuttle (1986) first of all define turnover as displacement a employee to organization others, while turnover intention refers to the possibility they do matter the. Glissmeyer (2012) recommend that intention move must defined as intervening factors between attitudes that influence intention for stop and really stop from a organization. Turnover Can happen voluntary and also forced (Robbins & Judge, 2015). Then Glissmeyer et al. (2008) define turnover intention as an attitude that influence the intention to stop and really quit the organization. Turnover intention in Lots case appear when a work felt more good from work before and will end with desire employee For still stay or go out from company. According to Yan et al. (2013).

According to Luthans (1995) Job Satisfaction is results employee perceptions about how much Far work somebody give all something that is looked at important through results his work. Job Satisfaction expressed Meier & Spector (2015) as evaluation comprehensive somebody to his job, whether he likes it or not or not liked. According to Davis & Newstrom (1989) Job Satisfaction is accumulation emotions that are positive and also negative actions taken employee in look at work they or in other words Job Satisfaction is feeling relatively like or no like from individual to his job. Moorhead (2013) Job Satisfaction is a employees who feel satisfied tend more seldom absent, give Contribution positive, and persistent in the company. According to Wexley & Yukl (1977) there are three theories about job satisfaction, namely: 1) Discrepancy Theory, 2) Equity Theory, 3) Two Factor Theory.

Dessler (2020), state that Compensation employee refers to everything form payment or the reward given to employees and arise from work them. Next Milkovich & Jerry (2002) Compensation refers to everything form profit financial and services real as well as allowance received employee as part from connection Work. Hayes & Ninemeier (2009) share compensation program become; (1) Reward extrinsic: Compensation financial and non- financial assistance provided to a workers. (2) Awards intrinsic: Compensation that begins from self alone, like a sense of pride to work, achievement professional, or become part from team Work. Compensation is a cost the main one where obtained from skill or ability at the moment work and loyalty to the company (Reed, 2017).

Bass & Avolio (1994) provides a leadership model that includes style transformational, transactional and laissez-faire styles. Leadership transformational is behavior the most effective managerial, where a leader build connection positive with follower for move from level more performance low to higher level high. Enough rapid development thought and power pull leadership transformational based on his ability in change man from in himself as component the smallest in organization (Juhro, 2020). More carry on Bass & Riggio (2006) disclose that leadership transformational is leadership that is not only belongs to the upper class only, but leadership can happens to everyone levels, and can done by each individual. Mickahail & Aquino (2019) disclose that leadership transformational depicted as an inspiring and collaborative figure. McKee (2013) explain that transformational leadership allow development potential follower for reach more results big.

According to Gibson & Donnely (1993), burden Work is pressure as response that is not can adapt self, which is influenced by individual differences or psychological processes, namely a consequence from every action external (environment, situations, events that are too Lots stage demands psychology or physical) against somebody. Gopher & Doncin (1986) disclose burden Work as a the concept that arises consequence existence limitations capacity in processing information. Huber (2006) explain that burden Work nurse defined as amount from maintenance and complexity care required by patients treated at home sick. While

That, Marquis & Huston (2010) define burden Work in field nursing as amount day patient days, in another term for unit load Work associated with number, procedure, examination, visit patients, injections, and procedures others given to Arika patient (2011) revealed that burden Work is business individual for do demands his/ her job. Unreliable workload. in accordance with ability power Work can cause impact negative for employee.

Research conducted (Anees et al., 2021) leadership transformational, burden work, compensation can influence turnover intention with variable Job Satisfaction as intervening variable, its meaning Indicators on variables the capable make employee get comfort that creates satisfaction so that lower intention employee for leave company. Research conducted by (Djuraidi, & Laily, 2020) leadership transformational influence Job Satisfaction employees. research conducted by (Lumunon et al., 2019) burden Work influence Job Satisfaction, its meaning burden work given as expected where This can increase Job Satisfaction employees. Research conducted (Nugraheni, 2020) Where compensation can influence Job Satisfaction. Research conducted Yücel (2021) find that leadership transformational can influence turnover intention. Fitriani & Yusiana (2020) find burden Work can influence turnover intention, so that interpreted burden high work will cause tired and stressed so push employee for leave company. Compensation found influential to turnover intention, then interpreted as a feeling of satisfaction that is felt on compensation so intention employee for go out will reduced. More carry on Fitriantini et al. (2020) disclose that Job Satisfaction influential to turnover intention.

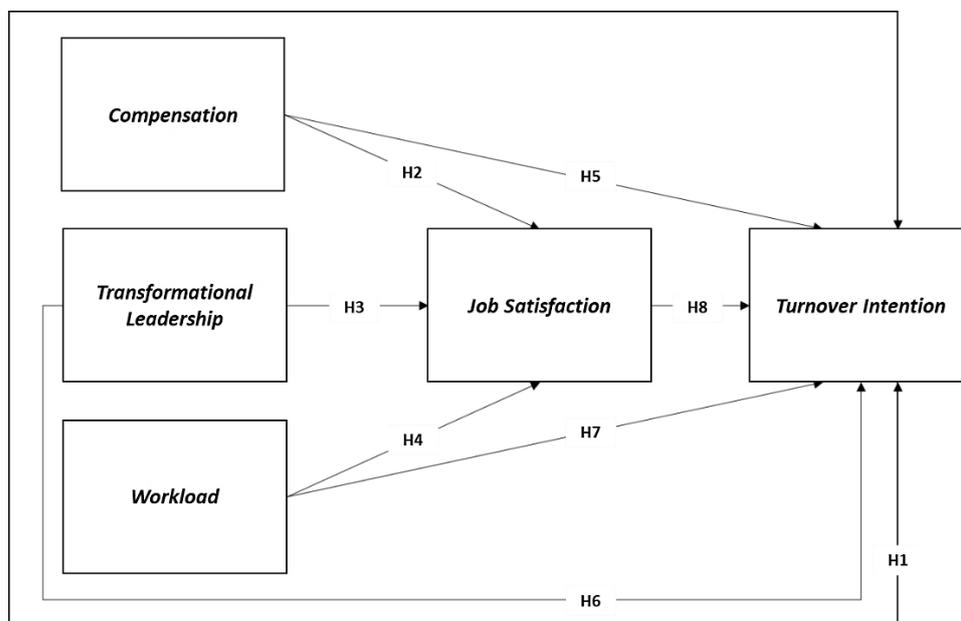


Figure 1. Research Hypothesis.

### 3. Proposed Method

Study This carried out at Hospital X, and carried out from November 2023 to December – January 2024. Research This use approach quantitative with type explanatory and hypothesis testing. The research is will using five variables, with variables used in study This covering three variable free (independent variable/exogenous variable), namely compensation, leadership transformational, and burden work; one variable dependent variable /endogenous variable, namely turnover intention, as well as One the intervening variable is Job Satisfaction. In research this is what it becomes population is all over Labor Nurse Contract at Hospital as many as 562 people. With technique sample used is Purposive Sampling uses criteria that have been chosen researcher so that obtained sample amounting to 256 people. The data collection technique was carried out with do distribution questionnaire through google form. Questionnaire This nature closed where is the answer Already available with alternative answer use scale Likert scale 1-4, namely 1 for Strongly Disagree (STS) answer, 2 for Disagree (TS) answer, 3 for answer Agree (S), and 4 for Strongly Agree (SS) answer. Research This use approach Structural Equation Model (SEM) with measurement model using Smart PLS program

version 3.2.9 for measure the intensity of each variable research and structural models analyze data and hypotheses study.

#### 4. Results and Discussion

##### Analysis Requirements Testing

Based on results testing for testing discriminant validity done with see AVE (Average Variance Extracted) value. The AVE value is good. If own mark more big from 0.50 (Ghozali & Latan, 2015). Here is mark from Table 1 below this.

**Table 1.** AVE (Average Variance Extraction) Results.

Variables	AVE Value
Turnover Intention	0.655
Job Satisfaction	0.578
Compensation	0.756
Leadership Transformational	0.662
Workload	0.563

Test results discriminant validity is carried out with see AVE value can explained that on the variable compensation, leadership transformational, burden work, Job Satisfaction, and turnover intention show AVE Value from the research model for all over variable has is worth more than 0.5 so that AVE value for testing discriminant validity Already fulfil for testing next. With Thus, the discriminant validity test has fulfilled even so with convergent validity test

##### Reliability Test Analysis

**Table 2.** Reliability Test Results.

Variables	Composite Reliability
Turnover Intention	0.938
Job Satisfaction	0.942
Compensation	0.925
Leadership Transformational	0.965
Workload	0.943

Table 2 shows the composite reliability value of the research model which shows that each variable has a composite reliability value above 0.7 with the lowest value of 0.925 from the compensation variable and the highest value of 0.965 from the leadership variable. transformational. From these results it can be concluded that the research model has met the value of composite reliability.

##### Hypothesis Testing

Testing hypothesis in study This use mark path coefficient, t- statistics, and p-values. Hypothesis testing done to 256 respondents with help software SmartPLS (Partial Least Square) which can seen from results bootstrapping. Rules of thumb used in research This is t- statistic > 1.96 or mark p-value < 0.05 (5%) is acceptable conclude existence influence significant between variable free and variable bound.

**Table 3.** Reliability Test Results

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1598,905	4	399,726	37,543	,000 <sup>b</sup>
	Residual	2672,404	251	10,647		
	Total	4271,309	255			

Based on results testing hypothesis in Table 3, it is known that variable compensation, leadership transformational, and burden Work to turnover intention with Job Satisfaction as intervening variable own sig. value (p-value) of  $0.000 < 0.05$ . With Thus, the hypothesis First accepted. Concluded that compensation, leadership transformational, and burden Work in a way simultaneous influential on turnover intention with Job Satisfaction as variable intervening.

**Table 4.** Hypothesis Test Results.

	Original Sample (O)	T Statistics	P Values	Conclusion
Compensation → Job Satisfaction	0.549	8,887	0,000	Supported
Transformational Leadership → Job Satisfaction	0.168	2,535	0.012	Supported
Workload → Job Satisfaction	-0.155	2,877	0.004	Supported
Job Satisfaction → Turnover Intention	-0.525	5,601	0,000	Supported
Compensation → Turnover Intention	-0.314	3,993	0,000	Supported
Transformational Leadership → Turnover Intention	-0.238	3,359	0.001	Supported
Workload → Turnover Intention	0.201	3,135	0.002	Supported
Transformational Leadership → Job Satisfaction → Turnover Intention	0.192	5,208	0,000	Supported
Workload → Job Satisfaction → Turnover Intention	0.113	3,353	0.001	Supported

Based on results testing hypothesis in Table 4, it is known that variable compensation to Job Satisfaction own mark path coefficient of 0.549 with t - value of 8,887 < 1.96 and the value p-value namely  $0.000 < 0.05$ . With Thus, the hypothesis second accepted. Concluded that compensation influential positive significant to Job Satisfaction. Variables leadership transformational to Job Satisfaction own mark path coefficient of 0.168 with t - value of 2,535 > 1.96 and the value p-value namely  $0.012 < 0.05$ . With Thus, the hypothesis third accepted. Concluded that leadership transformational influential positive significant to Job Satisfaction. Furthermore variable burden Work to Job Satisfaction own mark path coefficient of - 0.155 with t - value of 2,877 > 1.96 and the value p-value namely  $0.004 < 0.05$ . With Thus, the hypothesis fourth accepted. Concluded that burden Work influential negative significant to Job Satisfaction. Variables Job Satisfaction to turnover intention has mark path coefficient of -0.525 with t - value of 5,601 > 1.96 and the value p-value namely  $0.000 < 0.05$ . With Thus, the hypothesis fifth accepted. Concluded that Job Satisfaction influential negative significant to turnover intention. Then variable compensation to turnover intention has mark path coefficient of -0.314 with t - value of 3,993 > 1.96 and the value p-value namely  $0.000 < 0.05$ . With Thus, the hypothesis sixth accepted. Concluded that compensation influential negative significant to turnover intention.

Variables leadership transformational to turnover intention has mark path coefficient of -0.238 with t - value of 3,359 > 1.96 and the value p-value namely  $0.001 < 0.05$ . With Thus, the hypothesis seventh accepted. Concluded that leadership transformational influential negative significant to turnover intention. And for variable burden Work to turnover intention has mark path coefficient of -0.201 with t - value of 3,135 < 1.96 and the value p-value namely

$0.002 < 0.05$ . With Thus, the hypothesis eighth accepted. Concluded that burden Work influential positive significant to turnover intention.

Coefficient value indirect influence leadership transformational to turnover intention through Job Satisfaction as variable intervening of +0.192 with a P-Value of 0.000 because the P-Value  $< 0.05$  then there is influence significant and positive. This means Job Satisfaction mediate influence leadership transformational to turnover intention. Then mark coefficient indirect influence burden Work to turnover intention through Job Satisfaction as variable intervening of +0.113 with a P-Value of 0.001 because the P-Value  $< 0.05$  then there is influence significant and positive. This means Job Satisfaction mediate influence burden Work to turnover intention.

## Discussion

First hypothesis suggests that leadership transformational, burden work, and compensation influential in a way simultaneous to turnover intention with Job Satisfaction as variable intervening to the nurse power Work contract at Hospital X. Viewed from results testing hypothesis that produces a sig. value (p-value) of 0.000 or more small from 0.05 means hypothesis first accepted. Thus it can be concluded that leadership transformational, burden work, and compensation influential in a way simultaneous to turnover intention with Job Satisfaction as variable intervention in nurses power Work contract at Hospital X. (Gyensare et al., 2016) find consistent results, where leadership transformational, burden work, compensation can influence turnover intention.

Second hypothesis suggests that compensation influential significant positive effect on Job Satisfaction for nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 8.887 and a significant value of  $0.000 < 0.05$  means that the hypothesis second accepted. Thus it can be concluded that compensation influential positive significant Job Satisfaction for nurses power Work contract at Hospital X. In line with research conducted (Puspitawati & Atmaja, 2020) which shows results that compensation influential positive significant to Job Satisfaction. The same results were also achieved (Gautama & Marchyta, 2022) which shows that compensation influential positive significant to Job Satisfaction.

Third hypothesis suggests that leadership transformational positive influence significant to Job Satisfaction for nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 2,535 and a significant value of  $0.012 < 0.05$  means that the hypothesis third accepted. Thus it can be concluded that leadership transformational influential significant positive effect on Job Satisfaction for nurses power Work contract at Hospital X. This result in line with research conducted (Labrague et al., 2020) who found that leadership transformational influence Job Satisfaction employee. (Muzakki et al., 2019) in his research find that company with style leadership good transformational can give significant influence to Job Satisfaction owned employee.

Fourth hypothesis suggests that the burden influential work significant negative impact on Job Satisfaction for nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 2.877 and a significant value of  $0.004 < 0.05$  means that the hypothesis The fourth is accepted. Thus it can be concluded that the burden influential work significant negative impact on Job Satisfaction for nurses power Work contract at Hospital X. Study in line with what is done (Lumunon et al., 2019); (Tentama et al., 2019) disclose Where burden Work influence Job Satisfaction, its meaning burden work given as expected where This can increase Job Satisfaction employees. Likewise with (Jermisittiparsert et al., 2021) disclose that Job Satisfaction relate positive with interruption and pressure time, in context lecturer college high country in Indonesia.

Fifth hypothesis suggests that Job Satisfaction has a significant effect on turnover intention in nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 5.601 and a significant value of  $0.000 < 0.05$  means that the hypothesis The fifth is accepted. Thus it can be concluded that Job Satisfaction has a negative effect significant on turnover intention in nurses power Work contract at Hospital X. Zhang et al. (2020) find results in line, Job Satisfaction influential to turnover intention. Likewise, research (Fitriantini et al., 2020); (Shrestha, 2020) who found influence significant Job Satisfaction to turnover intention. This is means If satisfaction perceived work a employee tall or satisfied, then employee the will tend No wish For go out from organization the place work and more committed to the organization.

Sixth hypothesis suggests that compensation has a significant effect on turnover intention in nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 3.993 and a significant value of  $0.000 < 0.05$  means that the hypothesis The sixth is accepted. Thus it can be concluded that the compensation negative impact significant effect on turnover intention in nurses power Work contract at Hospital X. In line with study which is conducted (Vizano et al., 2023) compensation influential to turnover intention, It means when a employee feel satisfied with compensation received based on the performance given, then intention employee For go out from company and looking for work new will reduce.

Seventh hypothesis suggests that leadership transformational influential significant negative effect on turnover intention in nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 3.359 and a significant value of  $0.001 < 0.05$  means that the hypothesis The seventh was accepted. Thus it can be concluded that leadership transformational influential significant negative effect on turnover intention in nurses power Work contract at Hospital X. This result in line with research conducted Research conducted by (Vania, 2019); (Park & Pierce, 2020);(Yücel, 2021) Where leadership transformational can influence turnover intention, thing This It means the more good leadership transformational company will reduce intention employee for go out from company.

Eighth hypothesis suggests that the burden Work has a significant effect on turnover intention in nurses power Work contract at Hospital X. Viewed from results testing the hypothesis that produces a t-value of 3.135 and a significant value of  $0.002 < 0.05$  means that the hypothesis eighth accepted. Thus it can be concluded that the burden Work influential significant positive effect on turnover intention in nurses power Work contract at Hospital X. This result in line with research conducted (Riani & Putra, 2017) conclude that burden overwork impact positive to turnover intention. It means the more Lots burden work covered employees, then will increase desire employee for leave company. This result is also supported by research conducted (Sutikno, 2020) which shows that burden tax influential positive significant to turnover intention.

## 5. Comparison

In comparison, compensation and transformational leadership serve as protective factors that enhance satisfaction and reduce turnover intention, while job satisfaction itself contributes to lowering turnover but remains vulnerable to external challenges. Conversely, workload represents a double-edged factor: it may foster satisfaction when balanced but simultaneously raises turnover risk when excessive. Therefore, the hospital's strategic focus should be on maintaining fair compensation, strengthening transformational leadership, and ensuring a manageable workload to sustain employee satisfaction and minimize turnover among contract nurses.

## 6. Conclusions

The study findings show that compensation, transformational leadership, and workload simultaneously influence turnover intention with job satisfaction acting as an intervening variable. Higher job satisfaction among nurses reduces turnover intention, while compensation and transformational leadership both positively affect job satisfaction and negatively affect turnover intention. In contrast, workload negatively impacts job satisfaction but positively influences turnover intention, indicating that excessive workload increases the likelihood of nurses leaving. Therefore, to enhance job satisfaction and reduce turnover among contract nurses at Hospital X, management should focus on improving compensation, strengthening transformational leadership, and carefully managing workload levels

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