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**THE EFFECT OF EFFORT-REWARD
IMBALANCE ON TURNOVER INTENTION
MEDIATED BY BURNOUT AND WORK
STRESS IN CONTRACT NURSES****Kurniawaty**

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Abstract: This paper is motivated by the increasing number of nurse turnover at Bahteramas Hospital over the past 3 years. This incident is caused by factors that cannot be explained. In addition, there are inconsistencies in the findings of previous studies in the effect of effort-reward imbalance on turnover intention where one researcher and another researcher did not reach the same conclusion. This study will examine the model of the effect of effort-reward imbalance on turnover intention by presenting burnout and work stress as mediation. Therefore, this study aims to develop a model to analyze the effect of effort-reward imbalance on turnover intention mediated by burnout and work stress. The study was conducted with a quantitative approach and descriptive design utilizing the conservation of resources (COR) theory paradigm which is proven to be able to overshadow all research constructs. The respondents of the study were contract nurses at the Bahteramas Regional General Hospital in Kendari City, while data collection was carried out with digital instruments in the form of a google form that was distributed and managed to collect a sample of 125 respondents using the Slovin formula which was drawn by simple random sampling. The measurement scale is an ordinal scale. The analysis techniques in this study are descriptive statistics and multivariate analysis with the help of AMOS software. The results of the study proved that mediating variables in the form of burnout and work stress were the main triggers that caused turnover intention in contract nurses at the Bahteramas Regional General Hospital in Kendari City. The implications of this study can be used by hospital management to reduce burnout and work stress of contract nurses so that the presence of turnover intention can be avoided.

Keywords: Effort-Reward Imbalance, Turnover Intention, Burnout, Work Stress

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INTRODUCTION

Human resources are vital and important assets for every organization (Midha et al., 2021). Human resources are the movers who carry out the functions of the organization. Only organizations that can manage human resources well will survive and adapt in the era of global competition (Patel et al., 2018). For this reason, organizations need to manage the potential of their resources, especially human resources, as a driving force in achieving goals and maintaining their potential human resources to avoid turnover or employee movement (Labrague et al., 2018).

As a referral center for health facilities in Southeast Sulawesi Province, Bahteramas Hospital accommodates 482 nurses. In general, nurse turnover over the last three years at this hospital shows an increasing trend, namely, 4.2% in 2019, 5.1% in 2020, and 5.7% in 2021, dominated by nurses with employment contract status at a certain time. Although the turnover rate is relatively low, it does not mean a lack of nurses who intend to move. The turnover threshold is between 5-10% and several other studies give a tolerance of up to 15% (Gillies, 1994 in Kurniawaty et al., 2019). Analysis of low turnover in nurses at the Bahteramas Hospital shows that management's pattern of employee acceptance is quite good. However, the causes and triggers of turnover in this place are still unexplained, so this study is important.

It is known that nurses are most employees of all types of health workers who exist and work in hospitals, so they have an important position in health services in hospitals. One phenomenon that is often encountered is that hospital performance is often disrupted by the behavior of contract nurses who leave their jobs (turnover), where this decision is preceded by presence of desire or intention to change careers (turnover intention) (Falihat et al., 2019). Previous studies reported that annual turnover rate in hospitals can reach 24% and 50% of them are nurses with contract status (Wang et al., 2020). The relatively high incidence of turnover will have a negative impact on hospital organizations, such as instability in the number of workers, inefficiency in training costs for old nurses, additional recruitment costs, and additional allocation of training costs for new nurses. In addition, relatively high turnover intention also causes low-quality health services for patients (Al-Sabei et al., 2020).

Organizational and member interests must be balanced to achieve individual and organizational goals. Nurses must reconcile hospital work with their needs. To meet hospital standards, nurses must work hard and anticipate a substantial reward from the hospital. Expectations include income, bonuses, recognition, career possibilities, and job stability. An imbalance between the work and reward can cause stress and psychological weariness, which affects nurses' turnover intention (Lee and Kim, 2020; Li et al., 2019). This study will examine the relationship between effort-reward imbalance (ERI) and turnover intention (TOI) from 2 aspects: personal and work. In the personal aspect, researchers believe that poor effort-reward imbalance can cause burnout, which impacts the presence of turnover intention (Suleiman-Martos et al., 2020). Meanwhile, in the work aspect, the effort-reward imbalance that does not meet expectations will cause an increase in work stress, which further encourages turnover intention (Moya and Moya-Garófano, 2020). From tracing research gaps conducted in previous studies, one researcher and another have not reached the same conclusion. The majority of researchers state that effort-reward imbalance has a significant influence on the presence of turnover intention (Bianchi et al., 2018; Dorenkamp and Weiß, 2018; Hämmig, 2018; Kinnunen et al., 2008; Leineweber et al., 2021; Magnavita et al., 2021; Schug et al., 2022). Others report that effort-reward imbalance has no effect on turnover intention (Hasselhorn et al., 2004; Tominaga and Miki, 2011; Zeng et al., 2021). The inconsistencies in the findings of previous researchers will be filled with several mediating variables in the form of burnout (BO) and work stress (WS), which are also solutions to existing research gaps. From the results of the search conducted, no studies have been found that examine the relationship and effect of effort-reward imbalance on turnover intention by utilizing burnout mediation and work stress tested simultaneously, so it becomes an element of novelty in this study. It is hoped that through this study, the role of work stress and burnout in mediating the effect of effort-reward imbalance on turnover intention.

LITERATURE REVIEW

Turnover Intention

Turnover intention is a desire to move or lea-

ve a job or organization due to discomfort or to want to get a much better job (Deng et al., 2021). Turnover intention is the final action someone takes to leave an organization (Labrague et al., 2018). Another study states that turnover intention is the intention and tendency of employees to stop working voluntarily or move from one job to another of their personal choice (Salleh et al., 2020).

Various factors cause the presence of turnover intention, namely; 1) Individual factors which include gender, age, educational status, skills possessed, number of family members, burden at work, length of work, typology and personality, and coping stress, 2) Organizational factors in the form of; recruitment patterns, policies in the organization, the amount and nature of rewards, career opportunities, job design, job affiliation, supervision model, and type of leadership, 3) Environmental factors in the form of; number of competitors, geographical location, and others (Mirzaei et al., 2021; Tricahyadinata et al., 2020).

Previous studies mention indicators of turnover intention include 1) Someone starts thinking about leaving the organization/job, 2) Someone has the desire to look for work in another place/organization, 3) Someone has the desire to leave the workplace/organization, 4) Someone has the desire to leave the workplace/organization in a short period, and 5) Someone has the desire to leave the workplace/organization if they have better job opportunities (Jung et al., 2020). Different studies state that the dimensions and indicators of turnover intention include: 1) Thinking of quitting, namely the presence of thoughts of leaving the workplace/organization with indicators in the form of a) Intention to leave the organization/company, b) Feelings of boredom and dissatisfaction at work, c) Lack of enthusiasm for the organization/company. 2) intention to search for alternatives, namely the intention to look for work elsewhere with indicators; a) The desire to try to find another job, b) The desire to actively seek information on job opportunities elsewhere, c) The act of applying for work in other organizations/companies. 3) Intention to quit; the existence of intentions to leave and leave the organization/company with indicators; a) Starting to consider the facilities of a job offer in the form of a large salary/allowance, distance from home to the office, availability of social security, etc., b) Starting to show character changes such as delibe-

rate increases in absenteeism, no longer obeying/obeying existing rules and norms, and laziness at work, c) Taking action to leave/leave the organization/company. It will be done if there has been a consideration and personal comparison of the employees supported by the intention to leave the organization that has been established (Back et al., 2020). Since this study positions turnover intention as a consequence of a series of research models, this variable will receive the effects of simultaneous tests conducted directly and indirectly.

Effort-Reward Imbalance

Effort-reward imbalance occurs between the effort given and the rewards employees receive (Kunz, 2019). This concept is a combination of effort and reward compared to each other. Ideally, effort and reward are always directly proportional, but this is still difficult to realize and tends to deviate. This situation is called effort-reward imbalance (Lin et al., 2022; Soomro et al., 2021).

Previous researchers reported that effort-reward imbalance is closely related to burnout, where the imbalance of sacrifices and rewards received will lead to psychological fatigue, which has an impact on creating lethargy and decreased morale (Aldossari and Chaudhry, 2021; Manzano-García and Ayala-Calvo, 2021; Gil-Calderón et al., 2021). Effort-reward imbalance is also directly related to work stress (Frantz and Holmgren, 2019; J. Li et al., 2021; Riezebos and Huisman, 2021). Injustice between effort and profit received will trigger work stress (Gottschalk et al., 2020). The greater the perceived injustice, the higher the level of employee work stress (Dinh, 2020; Muis et al., 2021). Although theorists state that the impact of effort-reward imbalance on burnout and work stress is relatively small, this cannot continue for long (Chandola et al., 2008; Lin et al., 2020). The perceived pressure can slowly build up and have unintended fatal effects (Griep et al., 2021; Kempf et al., 2021). Our study places effort-reward imbalance as an antecedent conceptualized as not having a strong enough influence in driving turnover intention (Tominaga and Miki, 2011; Zeng et al., 2021). It is strongly suspected that turnover intention is created through an effort-reward imbalance with other variables.

To determine if there is a discrepancy between labor effort and incentives, researchers used

ERI questionnaires. Effort and reward comprise the questionnaire. The effort measurement includes employment demands, pressures, distractions, and obligations. Rewards include cost/financial, job stability, accolades, and others. Siegrist et al. (2004) provide ERI scoring formulae (Lin et al., 2022; Porru et al., 2021; Siegrist and Li, 2017). When using ERI measurement tool, a value that is small and close to zero is a good condition (when the effort is small and the reward is relatively large). In contrast, a value of more than 1.0 means that the effort given is large but not balanced with the reward obtained. However, this study uses different indicators of effort-reward imbalance, expressed in 3 main indicators, namely extrinsic effort (real effort made physically), extrinsic reward (rewards given by others from the effort made), and over-commitment (excessive commitment or spending) (Coronado et al., 2018; Liu et al., 2020; Soomro et al., 2021).

Burnout

Burnout is a syndrome in which a person experiences emotional decline or depletion, lack of commitment and drive owing to emotional stress, and mental and physical exhaustion. Burnout can be seen in a person's conduct and attitude when motivation, incentives, and energy are depleted (Pêgo and Pêgo, 2016; Treluyer and Tourneux, 2021). Other theorist's state burnout as a form of emotional, physical, and mental exhaustion that results from high and emotionally draining job demands. In addition, burnout is seen as a multidimensional syndrome that includes psychological and physical exhaustion, decreased achievement, and a tendency to judge oneself and work cynically/negatively (Mion et al., 2021).

It is reported that burnout can be a strong reason for turnover intention (Lim et al., 2020; Soto-Rubio et al., 2020; Yates, 2020). The higher the burnout experienced, the greater the chance of turnover (Al-Sabei et al., 2020; Back et al., 2020; Wen et al., 2020). Therefore, this study places burnout as one of the solutions to the research gap, which is believed to play a role as a catalyst in the influence of effort-reward imbalance on turnover intention.

Previous research found several burnout aspects and indicators: 1) bodily exhaustion, which includes the fatigue, low energy, and bodily com-

plaints such as nausea, headaches, and sleep problems. 2) Emotional weariness, which causes emotions of helplessness, melancholy, frustration, indifference to work, depression, and being annoyed with duties, easily angered, and angry for no apparent reason. 3) Mental tiredness, marked by negative self- and work-prejudices and cynicism. It encourages blaming others for problems. 4) Low self-esteem and low personal accomplishment. It is marked by self-doubt and the belief that one has never accomplished anything significant. (West et al., 2018; Zhang et al., 2021). Our study analyzes burnout in three dimensions: 1) Workplace friction and overwork exhaustion. Tomorrow will be exhausting. Emotional weariness makes people depressed, unmotivated, and uninterested in work. 2) Depersonalization. Burnout depersonalizes others. Negative perceptions of supervisors and coworkers reflect depersonalization. People shun tasks to avoid work. This person will be unpleasant to coworkers and superiors. 3) Task failure and competence decline personal achievement. Incompetent workers grow disinterested and unmotivated, making them feel worthless. High scores lower success. (Dall'Ora et al., 2020; Frajerman et al., 2019; Yates, 2020).

Work Stress

Work stress is a tense condition experienced by an employee and impacts his physical condition, mind, and emotions. Work stress is an adjustment response associated with differences between individuals and heavy and excessive psychological or physical demands on a person (Amiruddin, 2019). Another meaning of work stress is the pressure felt when the work demands experienced are greater than the strength possessed by the worker (Frantz and Holmgren, 2019; Yu et al., 2021).

It is reported that the work stress is a driver of turnover intention (Liu et al., 2019; Rindu et al., 2020). The greater the work pressure, the higher the stress (Aulia et al., 2021; Manoppo, 2020). The presence of work stress is a gateway to creating turnover intention (Dinh, 2020). With this argument, work stress in our study is positioned as a mediating variable and a solution to the research gap, which is believed to provide a strong impetus in creating turnover intention.

Furthermore, theorists mention that the job stress includes environmental, organizational, and

individual stress (Li et al., 2017). The indicators of each dimension include: 1) Environmental stress in the form of work environment, economic uncertainties, political uncertainties, and technological changes. 2) Organizational stress, consisting of a) Task demands, b) Role demands, and c) Personal demands. 3) Individual stress in the form of a) Family issues, b) Personal economic problems, and c) Personality characteristics (Karakas and Tezcan, 2019; Muis et al., 2021).

HYPOTHESIS DEVELOPMENT

Effort-Reward Imbalance (ERI) and Turnover Intention (TOI)

COR theory states that humans will tend to maintain their circumstances and resources. Besides that, humans will tend to try to maintain the loss of resources by making the necessary investments to avoid negative conditions in the world of work (Chang et al., 2021; Shuhaimi and Marzuki, 2015). Based on the causality relationship described in the literature review, the argument is built that effort-reward imbalance is not strong enough to cause the presence of turnover intention. Therefore, it takes a combination with other variables to create turnover intention.

H1: Effort-reward imbalance (ERI), which has no significant effect on turnover intention (TOI).

Effort-Reward Imbalance (ERI) and Burnout (BO)

Effort-reward imbalance (ERI) is believed to be closely related to the creation of the burnout (BO). Burnout can be seen in a person's conduct and attitude when motivation, incentives, and energy are depleted (Pêgo and Pêgo, 2016; Treluyer and Tourneux, 2021). The effort-reward imbalance (ERI) will trigger burnout (BO).

H2: Effort-reward imbalance (ERI) has a signifi-

cant positive effect on burnout (BO).

Effort-Reward Imbalance (ERI) and Work Stress (WS)

Effort-reward imbalance (ERI) is believed to increase and create work stress (WS). If employees have entered a negative condition or stress cycle or experience work stress, they tend to be unproductive and have a negative impact on themselves, others, the environment, and their organization (Lafferty et al., 2022; Shelef et al., 2022; Sørensen et al., 2021). The higher the effort-reward imbalance (ERI), the higher the work stress (WS).

H3: There is a significant positive effect of effort-reward imbalance (ERI) on work stress (WS).

Burnout (BO) and Turnover Intention (TOI)

Burnout (BO) is believed to have great potential in creating turnover intention (TOI). If employees have entered a negative condition or stress cycle or experience work stress, they tend to be unproductive and have a negative impact on themselves, others, the environment, and their organization (Lafferty et al., 2022; Shelef et al., 2022; Sørensen et al., 2021). The higher the Burnout (BO), the higher the turnover intention (TOI).

H4: There is a significant positive effect of burnout (BO) on turnover intention (TOI).

Work Stress (WS) and Turnover Intention (TOI)

It is strongly suspected that the work stress (WS) is closely related to the creation of turnover intention (TOI). Work stress (WS) will create turnover intention (TOI). It is reported that work stress is a driver of turnover intention (Liu et al., 2019; Rindu et al., 2020).

H5: There is a significant positive effect of work stress (WS) on turnover intention (TOI).

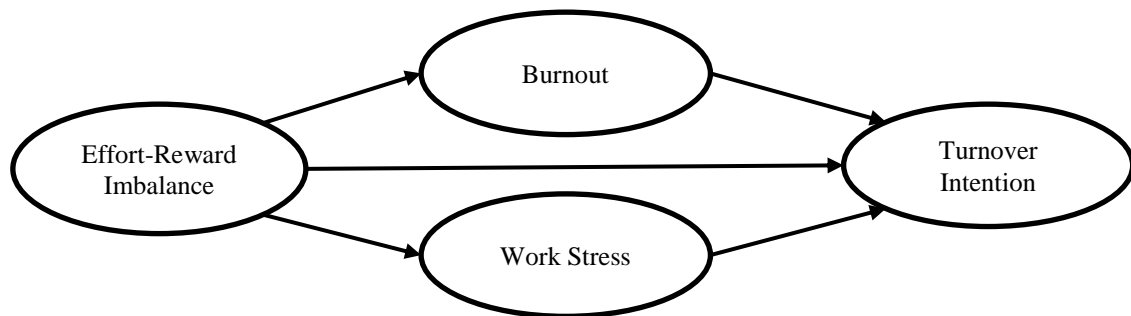


Figure 1. Research Model and Conceptual Framework

The Mediating Role of Burnout (BO)

When using ERI measurement tool, a value that is small and close to zero is a good condition (when the effort is small and reward is relatively large). In contrast, a value of more than 1.0 means that the effort given is large but not balanced with reward obtained. By looking at the role of burnout (BO) in encouraging the turnover intention (TOI), burnout (BO) is believed to be one of the catalysts that play a role in relationship between effort-reward imbalance (ERI) and turnover intention (TOI). It is strongly suspected that burnout (BO) is a link that strengthens the influence of effort-reward imbalance (ERI) with turnover intention (TOI). Previous researchers reported that effort-reward imbalance is closely related to burnout, where the imbalance of sacrifices and rewards received will lead to psychological fatigue, which has an impact on creating lethargy and decreased morale (Aldosari and Chaudhry, 2021; Gil-Calderón et al., 2021;

Manzano-García and Ayala-Calvo, 2021;)

H6: Burnout (BO), which can mediate the influence between effort-reward imbalance (ERI) and turnover intention (TOI).

The Mediating Role of Work Stress (WS)

Given the strong role of work stress (WS) in presenting turnover intention (TOI), this study strongly suspects that work stress (WS) is a strong determinant of the effort-reward imbalance (ERI) relationship with the turnover intention (TOI). The higher the work stress (WS), the closer the effort-reward imbalance (ERI) and the turnover intention (TOI) will be related. Effort-reward imbalance is also directly related to work stress (Riezebos and Huisman, 2021; Frantz and Holmgren, 2019; J. Li et al., 2021).

H7: Work stress (WS) can mediate the effect between effort-reward imbalance (ERI) and turnover intention (TOI).

Table 1. Variable Operational Definitions

Variable	Indicator	Item
Efford-reward imbalance (ERI) (Siegrist et al., 2004; Siegrist and Li, 2017; Coronado et al., 2018; Liu et al., 2020; Soomro et al., 2021)	Extrinsic effort	The magnitude of my real physical effort in working
	Extrinsic reward	The amount of appreciation given for my efforts
	Overcommitment	The magnitude of my commitment exceeded the expectations of the organization.
Burnout (BO) (West et al., 2018; Zhang et al., 2021)	Emotional exhaustion	Emotional level when in contact with others due to work fatigue
	Depersonalization	The magnitude of decreased response to others due to work fatigue
	Reduce personal accomplishment	The magnitude of the decline in competence and work performance due to work fatigue
Work stress (WS) (Karakas and Tezcan, 2019; Muis et al., 2021)	Task demands	High demands of the task at hand
	Role demands	The magnitude of the demands of the role that must be carried out
	Personal demands	The magnitude of personal needs that must be met
Turnover intention (TOI) (Jung et al., 2020; Back et al., 2020)	Thinking of quitting	Strong intention to exit because of saturation and dissatisfaction
	Intention to search for alternatives	Strong desire to find other job vacancies
	Intention to quit	The magnitude of personal needs that must be met

Sources: Processed Data (2023)

METHOD

The approach used in this study is quantitative with a descriptive method that aims to analyze the effect of effort-reward imbalance on turnover intention mediated by the burnout and work stress. Data collection uses digital questionnaires in the form of Google Forms to facilitate the implementation of the study (Agrawal et al., 2016; Wiemken et al., 2018). The study population was contract nurses at the Bahteramas General Hospital in the Kendari City, with a research sample of 125 people drawn by systematic random sampling. This study utilizes SPSS statistical software version 22 and SEM AMOS version 22 (Blunch, 2012).

RESULTS

Description of Respondent

The characteristics of the study respondents include: Most respondents were women (77.2%), and some were men (22.8%). The average education is diploma and bachelor (92.9%), the average length of work is > 1 year (69.7%), and the average has obtained a professional certificate (79.7%).

Instrument Test Run

The instrument was tested in two stages: validity using product moments and reliability using Cronbach alpha (Yazdani and Bayazidi, 2020). Validity testing on constructs and indicators yielded: First, the effort-reward imbalance (ERI) construct is measured by three indicators: extrinsic effort ("the amount of my real physical effort at work" $\alpha = 0.741$), extrinsic reward ("the amount of reward given for my effort" = 0.689), and overcommitment ("the amount of my commitment that exceeds the expectations of the organization" = 0.783). The burnout (BO) construct is measured by three indicators: the emotional exhaustion ("the level of emotion when in contact with others due to work fatigue" $\alpha = 0.821$), depersonalization ("the magnitude of decreased response to others due to work fatigue" = 0.813), and reduced personal accomplishment ("the magnitude of the decrease in work competence and performance due to work fatigue" = 0.794). Work stress (WS) is measured by three indicators: task demands ("high demands of the task at hand" $\alpha = 0.769$), role demands ("the magnitude of the role to be carried out" $\alpha = 0.741$), and personal demands ("the amount of personal needs that must be met" $\alpha = 0.696$). For the turnover in-

tion (TOI) construct, three indicators will be used: the thinking of quitting ("strong intention to leave because of boredom and dissatisfaction" $\alpha = 0.774$), intention to search alternatives ("strong desire to find another job vacancy" $\alpha = 0.811$), and intention to quit ("strong urge to leave and leave the organization" $\alpha = 0.786$). The instrument validity test shows if all indicators show valid results (> 0.50). The reliability test of the Cronbach alpha method also produces coefficient = 0.917 (> 0.70) so that the overall indicator is declared reliable.

Data Quality Analysis

Before SEM analysis, do the Levene test in SPSS to establish data homogeneity and bias-freeness. The test findings indicate that the sample data is significant above 0.05. The data may be from a homogeneous population. AMOS software was used to confirm data normality. The data has a non-normal distribution and strong negative skewness. It is indicated by the cr skewness value above + 2.58. Referring to the Tabanick and Fidell (2003) formula, data transformation is carried out using the formula $X_n = \lg_{10}(K-X)$ with the information $K = \text{constant number}$ and $X = \text{normalized variable}$. The result of the reduction in $K-X$ must show a positive number. As Tabanick and Fidell (2003) recommended, the value of K used is $K = 11$ because the measurement score is 1-10. The transformation results showed that all data were normally distributed so that the analysis could continue. After that, observations were made of outliers from the sample data. Indication of outliers' data can be seen from the presence or absence of values that exceed the maximum z-score (Tarka, 2018). The analysis results show no sample data with z-score ≥ 3.0 . Therefore, it is confirmed that the sample data is outliers-free (Hair et al., 2010). After all of the above, the analysis focuses on fulfilling each indicator's factorial weight with confirmatory factor analysis (CFA) techniques. The full model CFA results show that the factorial weights or lambda values on exogenous variables and endogenous variables have met the specified statistical identity requirements (> 0.60) with a Critical Ratio above 1.96 at a significance probability < 0.05 (Hair and Sarstedt, 2019). Therefore, all the indicators are a good reflection of the variables, and accordingly, the analysis can test the variables' meaningfulness (Kwan and Chan, 2011);

Tarka, 2018).

Variable Meaningfulness, Validity, and Reliability Analysis

Based on the results of confirmatory factor analysis, this study measures the level of convergent validity and construct reliability, presenting variables with good validity as measured by the convergent validity index (AVE), where all variables have an index greater than required value, namely >0.50. The four variables have good validity, namely ERI (0.536), BO (0.746), WS (0.771), and TOI (0.523). Reliability measurements also show good achievement above the cut of value of >0.70, namely ERI (0.773), BO (0.898), WS (0.910), and TOI (0.766). Therefore, the analysis can proceed on model testing and causality hypothesis testing.

Model Test Result

The model test aims to assess the collective impact of all exogenous variables on endogenous variables. The purpose of the model test may also encompass the evaluation of the statistical significance of the constructed model. The original model test parameters were the degree of the chi-square test and the achievement of the significance level (Hair and Sarstedt, 2019). Experts develop indices representing a good model because this measure is difficult to achieve (Blunch, 2012; Henseler, 2012). The following figure presents the model test results with the achievement of model fit in this study. As depicted in Figure 2, the outcomes of the model trial exhibit satisfactory index fulfillment, surpassing the stipulated threshold value. Consequently, the model is deemed suitable.

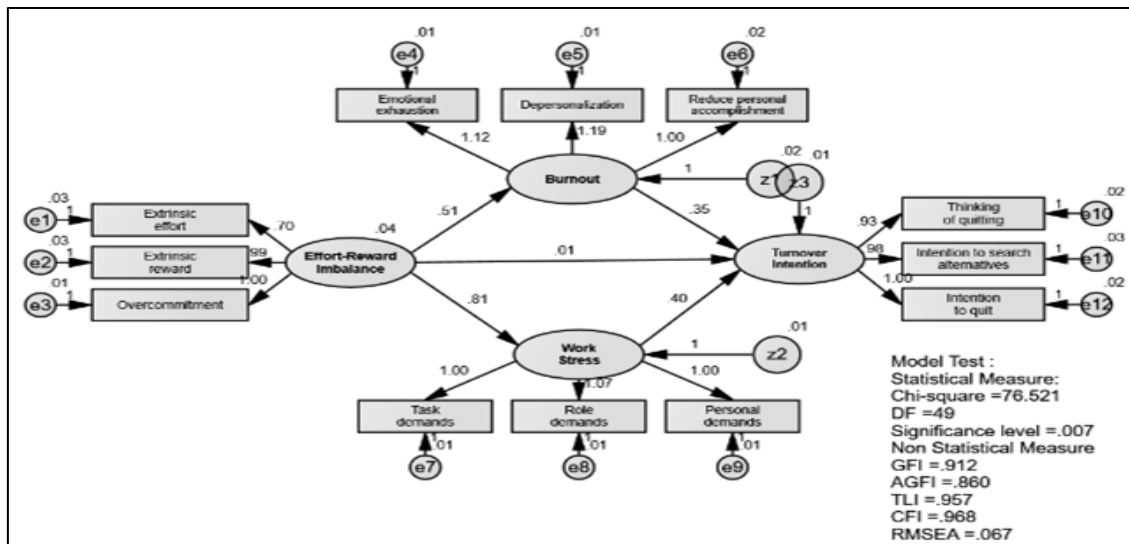


Figure 2. Model Test Result

Table 2. Achievement of Model Fit Index

Goodness of Fit Index	Cut of Value	Result	Description
Chi-Square	It is expected that the value will be small.	76.521	Great
Significance Probability	≥ 0.05	0.007	Great
CMIN/DF	≤ 2.00	1.562	Great
RMSEA	≤ 0.08	0.067	Great
GFI	≥ 0.90	0.912	Great
AGFI	≥ 0.90	0.860	Marginal
TLI	≥ 0.95	0.957	Great
CFI	≥ 0.95	0.968	Great

Sources: Processed Data (2023)

Table 2 presents the conclusive outcomes of the comprehensive structural equation modeling (SEM) examination, indicating that the model is duly validated and satisfies the goodness-of-fit standards as per the prescribed prerequisites. It implies that the model can be subjected to empirical testing. Furthermore, the residual covariances of the sampled data were also noted. At a significance level of 5%, the standardized residual covariances matrix employs criteria and limits of ± 2.58 . The analysis conducted on the AMOS software indicates that no residual values surpass the threshold of ± 2.58 . Therefore, this model satisfies the criteria for being deemed an acceptable model. Consequently, it is possible to conduct hypothesis testing for regression.

Hypothesis Test

In order to test the research hypothesis, the structural equation model (SEM) technique was used with AMOS 22 software (Blunch, 2012). The rationale behind selecting the SEM methodology for this particular multivariate investigation is as follows: Structural Equation Modeling (SEM) is a statistical method that enables the simultaneous examination of multiple variables. It allows for assessing the significance and magnitude of indicators and evaluating relationships and causal effects within the model. The structural equation modeling (SEM) approach offers greater flexibility in model modification, allowing for repositioning a variable as both an independent and dependent or mediating variable. Third, the integrated mediation and moderation analysis can be conducted in one series of the test processes with SEM techniques. SEM enables researchers to construct alternative models and determine the most suitable model based on the sample data. Fifth, SEM allows mediation hypothesis testing to confirm the existence of partial or full mediation more practically and logi-

cally. Sixth, with the SEM, researchers can easily compare models between sample groups or competing models so that it is faster to justify the most suitable model supported by sample data (Blunch, 2012; Hair and Sarstedt, 2019).

This study goes through three stages of hypothesis testing to ensure that each data is processed properly according to its purpose. The first stage is confirmatory factor analysis to determine that all variables and indicators used in the study have been properly identified (Blunch, 2012). The second stage simultaneously tests all hypotheses in this structural model to test whether each hypothesis is confirmed to have been tested with a good process through the full structural model testing (Byrne, 2016). The third stage is to test the mediation relationships developed in this study for variables a-priori determined to be mediating (Preacher et al., 2010).

The table 3 hypothesis test result is carried out using the T-test criteria, which in SEM testing is referred to as Critical Ratio (CR), where H1, H2, H3, H4, and H5 are well accepted. Hypothesis 1, with a negative argument that effort-reward imbalance has no significant effect on turnover intention, shows a CR value of < 1.96 , as expected. Hypothesis 2, which reads there is a significant positive effect of effort-reward imbalance on burnout, shows a CR value of > 1.96 . Thus, H2 is declared acceptable. Next, the hypothesis 3 test results, which stated that there is an effect of effort-reward imbalance on work stress, show a CR value of > 1.96 . It means that H3 is declared acceptable. Furthermore, the results of the hypothesis 4 test, which reads there is an effect of burnout on turnover intention, show a CR value of > 1.96 , which means that H4 is accepted. In addition, the hypothesis 5 test, which states that work stress affects turnover intention, also shows a CR result of > 1.96 , meaning that H5 is declared acceptable.

Table 3. Hypothesis Test Result

Hypothesis	Estimate	S.E.	C.R	P	Conclusion
H1 : ERI \rightarrow TOI	0.009	0.156	0.058	0.954	Hypothesis Accepted
H2 : ERI \rightarrow BO	0.507	0,094	5.393	***	Hypothesis Accepted
H3 : ERI \rightarrow WS	0.812	0.096	8.484	***	Hypothesis Accepted
H4 : BO \rightarrow TOI	0.354	0.099	3.567	***	Hypothesis Accepted
H5 : WS \rightarrow TOI	0.403	0.250	2.683	0.007	Hypothesis Accepted

Source: Processed data (2023)

Table 4. Mediation Hypothesis Test

Hypothesis	A	B	S.E.A	S.E.B	Sobel Test	Conclusion
H6 ERI→BO→TOI	0.507	0.354	0.094	0.099	2.980	Hypothesis Accepted
H7 ERI→WS→TOI	0.812	0.403	0.096	0.150	2.560	Hypothesis Accepted

Source: Processed data (2023)

Mediation Hypothesis Test

In this study, two mediating variables are developed as a solution to the research gap that is a problem in this study. An analysis procedure using an online Sobel Test calculator is adopted to ascertain whether there is a mediating role of the gap solution variable. The test results are presented in the following table.

Based on the mediation hypothesis test results, as shown in table 4, it can be known if the entire calculation of the CR value is >1.96 . Therefore, H6 and H7 are declared accepted. The results of the H6 hypothesis test, which reads burnout can mediate the effect between effort-reward imbalance on turnover intention based on the calculation of the Sobel Test, show a CR value of >1.96 , which means that H6 is accepted. In addition, hypothesis 7, which stated that work stress can mediate the effect of effort-reward imbalance on turnover intention through the Sobel Test mediation test procedure, also shows a CR value of >1.96 , which means that H7 is acceptable. This calculation is corroborated by AMOS output for the standardized total effect on effort-reward imbalance relationship to turnover intention, which shows a coefficient of 0.704 (70.4%), while the value of standardized direct effect effort-reward imbalance on turnover intention is 0.012 (1.2%), while the value of the standardized indirect effect effort-reward imbalance on turnover intention showed a coefficient of 0.692, meaning that there was a burnout and work stress effect of 69.2%. Thus, if the creation of effort-reward imbalance will encourage the presence of burnout and work stress, then the combination of the effort-reward imbalance with both is empirically proven to create turnover intention in nurses.

This study also presents the results of square multiple correlations (r^2) analysis, which shows the ability of exogenous variables (effort-reward imbalance) to explain endogenous variables (burnout, work stress, and turnover intention). The ability to explain constructs is said to be perfect if the value of square multiple correlations (r^2) = 1 or has

the ability to present 100%. The test results showed that the value of square multiple correlations (r^2) coefficient of burnout variable = 0.323, r^2 variable work stress = 0.696, and r^2 variable turnover intention = 0.709. It means that effort-reward imbalance can explain burnout by 32.3%, work stress by 69.6%, and turnover intention by 70.9%. These results confirm that the ability of exogenous constructs (effort-reward imbalance) to explain endogenous constructs (burnout, work stress, and turnover intention) is quite good.

From the results of the standardized total effect analysis, it can be seen that the most dominant variables affecting nurse turnover intention in models that are built successively are effort-reward imbalance with an effect of 0.704 ($r = 70.4\%$), work stress of 0.535 ($r = 53.5\%$), and burnout of 0.431 ($r = 43.1\%$). Given the large role of effort-reward imbalance and work stress in creating turnover intention, it is expected that hospitals pay more attention to preventing the occurrence of effort-reward imbalance and work stress because it is empirically proven to contribute to creating the presence of turnover intention for contract nurses at RSU Bahteramas.

DISCUSSION

Effort-Reward Imbalance and Turnover Intention

One of the objectives of this study was to explore the effect of effort-reward imbalance (ERI) on turnover intention (TOI) in nurses with contract employment bond status. Study findings show that when effort-reward imbalances related to extrinsic effort, extrinsic reward, and over-commitment are created, turnover intention cannot be presented in the forms of the thinking of quitting, intention to search alternatives, and intention to quit. It takes another catalyst as a combination strong enough to bring turnover intention. Although the contract nurses experience injustice in appreciation for their efforts, they tend to persevere and have no intention of leaving their jobs (Pan et al., 2015; Panatik

et al., 2012).

The results of this study confirm that effort-reward imbalance does not have a significant impact on turnover intention. It is in line with the effort-reward imbalance (ERI) theory, which states that the imbalance between the effort put by individuals in work and the rewards received can produce dissatisfaction, and this dissatisfaction can be a motivation to seek other jobs that are more financially and psychologically satisfying (French et al., 2020; Hämmig, 2018). These findings provide valuable insight into the weak role of effort-reward imbalance in influencing turnover intention. It means that there are limitations in this study that need to be noted, especially in terms of measurement. Although this study uses valid and reliable instruments to measure variables and indicators, there is still the possibility of other factors that are not covered in the measurement but also affect the turnover intention. In addition, the study was conducted with a sample of contract nurses, so generalizing the results of this study needs to be done cautiously to other nurse populations. More research involving the population of permanent nurses or nurses in other fields is necessary to broaden the generalizability of these findings. The study findings also have significance for management in hospitals or healthcare organizations to take proactive steps to reduce these relationship imbalances. Efforts to increase the significance of the relationship between the effort-reward imbalance and the turnover intention can be made in the form of increased financial compensation, recognition, and rewards, thus helping to reduce the turnover intention rate and maintain competent and highly dedicated contract nurses. This study confirms the results of previous studies conducted by Siegrist and Li (2017), Gorgievski et al. (2019), Hoggan and Dollard (2007), Häusler et al. (2018); Jachens et al. (2019); Soomro et al. (2021) who stated that the strong impact between effort-reward imbalance on turnover intention is determined by several things such as burnout and work stress which in this study are positioned as mediators as well as being a solution to the research gap.

Effort-Reward Imbalance and Burnout

The results of this study also showed a significant effect of effort-reward imbalance on burnout. The effect of effort-reward imbalance on burn-

out means that effort-reward imbalance in an extrinsic effort, extrinsic reward, and over-commitment will create burnout, make nurses experience emotional exhaustion depersonalization, and reduce personal accomplishment. Dissatisfaction with the rewards received on the job, such as recognition, compensation, and career development opportunities, can lead to ongoing burnout, an inability to empathize with patients or co-workers, and decreased motivation and overall job satisfaction. These findings support studies conducted by Beshoner et al. (2021), Soomro et al. (2021), and Williams et al. (2018), who stated that effort-reward imbalance could trigger the birth of burnout which has an adverse impact on the organization's work climate and performance achievement.

Effort-Reward Imbalance and Work Stress

In addition, effort-reward imbalance has been shown to be closely associated with increased work stress. Injustice in terms of the rewards received for the effort exerted in work can cause significant psychological and physical strain. Individuals who experience effort-reward imbalance tend to experience higher stress levels, which can negatively impact their mental and physical health. It confirms that creating effort-reward imbalances in activities related to extrinsic effort, extrinsic reward, and overcommitment can create work stress related to task demands, role demands, and personal demands. These findings support the results of a study from Siegrist and Li (2017), Soomro et al. (2021), and Leineweber et al. (2020), who stated that effort-reward imbalance is the most meaningful trigger for the presence of work stress.

Understanding the effect of effort-reward imbalance on the burnout and work stress has important implications in contract nurse management. Organizations can minimize this imbalance by increasing the rewards given to nurses, such as recognition for their contributions, fair compensation, career development opportunities, and increased social support in the workplace. By reducing effort-reward imbalances, nurses can reduce burnout and work stress rates, increase job satisfaction, and improve the quality of care provided to patients.

Burnout and Turnover Intention

Subsequent study findings showed a significant influence between burnout and turnover in-

tention. Thus, when burnout is created and makes nurses experience emotional exhaustion, depersonalization, and reduced personal accomplishment, it will cause the presence of turnover intention in the forms of thinking of quitting, the intention to search for alternatives, and intention to quit. Burnout, which is a high level of emotional exhaustion, depersonalization, and decreased personal achievement, has a negative impact on an individual's desire to stay in their jobs. Burnout causes individuals to feel emotionally and physically exhausted, demotivated and fulfilled at work, and experience negative feelings towards themselves, patients, and their work environment. It can affect the quality of care provided, interpersonal relationships, and collective well-being. In the context of turnover intention, individuals who experience high levels of the burnout tend to be more inclined to seek a new jobs or leave their organizations. They feel that changing jobs can provide a healthier and less stressful environment, in addition to having the opportunity to restore emotional balance and improve work well-being. Efforts should be made to prevent and address burnout in the workplace through employee well-being programs, stress management, social support, and a healthy work-life balance. By reducing the burnout rates, organizations can improve the retention of qualified employees, reduce employee turnover costs, and improve job satisfaction and service quality. It is especially important in healthcare environments, where emotionally high nurses can allegedly not provide consistent quality patient care. Organizations can increase job satisfaction, employee well-being, and long-term success by tackling burnout and creating a supportive work environment. This finding aligns with the results of the study of Kelly et al. (2021) and Dall'Ora et al. (2020), who report that burnout and turnover intention are an inseparable package of events.

Work Stress and Turnover Intention

This study also found a significant effect between work stress and turnover intention. It means that creating work stress related to task demands, role demands, and personal demands will encourage the presence of turnover intention in the forms of thinking of quitting, intention to search for alternatives, and intention to quit. Work stress resulting from the high job demands, time pressure, role

conflict, and the task uncertainty can have a significant negative impact on an individual's well-being and job satisfaction. Prolonged work stress can lead to mental and physical fatigue, emotional tension, job dissatisfaction, and decreased organizational motivation and commitment. Individuals who experience high levels of work stress tend to look for job alternatives that are perceived as reducing stress and providing a more balanced work environment. In the context of turnover intention, individuals experiencing high work stress can feel emotionally and physically overwhelmed and feel that leaving a current job is the best option to reduce stress and improve well-being. They may be looking for a new job that offers better working conditions, better support, and the opportunity to manage stress more effectively. Actions to reduce job stress can include improved workload management, communication and social support, stress management training, and building an organizational culture that supports work-life balance. By reducing the job stress levels, organizations can improve employee retention, reduce employee turnover costs, increase productivity, and increase job satisfaction. Implementing strategies to reduce stress and create a healthy and supportive work environment will provide long-term benefits for employees and the organization. By managing work stress effectively, organizations can create a more positive work climate, improve employee well-being, and reduce adverse turnover intentions. This finding also confirms the results of the previous studies from Bakhuis-Roozeboom et al. (2020), Saleem et al. (2021), Tao et al. (2018), and Wolor et al. (2019), who stated that the work stress is the most common reason found legitimizing the incidence of turnover intention.

The Mediating Role of Burnout and Work Stress

Further findings from this study explain that burnout and work stress variables mediate the relationship between effort-reward imbalance and turnover intention. It means that effort-reward imbalances related to extrinsic effort, extrinsic reward, and overcommitment will cause burnout and make nurses experience emotional exhaustion, depersonalization, and reduce personal accomplishment so that it has an impact on the presence of Turnover intention in the forms of thinking of quit-

ting, intention to search alternatives, and intention to quit. In addition, if the effort-reward imbalances such as extrinsic effort, extrinsic reward, and over-commitment are created, it will trigger work stress related to task demands, role demands, and personal demands, causing the turnover intention in the form of thinking of quitting, intention to search alternatives, and the intention to quit. The higher the burnout, the stronger the effect of the effort-reward imbalance on turnover intention. Thus, the burnout plays a full mediating role in the relationship. Earlier empirical studies of Ivanovic et al. (2020); Kaihlanen et al. (2020), Lin et al. (2021), Al-Sabei et al. (2020), Shen et al. (2020), Wang and Wang (2020), and Uğural et al. (2020) emphasize that burnout is the most logical cause that can be accepted as a trigger for turnover intention. Work stress is a pressure for individuals to present turnover intention.

Effort-reward imbalances can create excessive workloads and inequities in the rewards received, leading to high burnout levels and significant work stress. Burnout and work stress in a mediator capacity then contribute to turnover intention. In this context, effort-reward imbalance is a triggering factor that affects burnout and work stress, affecting turnover intention. Effort-reward imbalance does not directly affect turnover intention but through the influence of burnout and work stress as mediators. This understanding of mediation has important implications for understanding the complex relationship between the effort-reward imbalance, burnout, work stress, and turnover intention. Preventive measures and interventions aimed at reducing effort-reward imbalance and managing and reducing burnout and work stress can help create a healthy work environment, increase job satisfaction, and reduce turnover intention. Organizations can take effective steps to minimize intention turnover rates and increase contract nurse retention by paying attention to burnout and work stress. These findings corroborate previous studies from Skelton et al. (2020), Tricahyadinata et al. (2020), Xu et al. (2020), Beschoner et al. (2021); Soomro et al. (2021); Tian et al. (2021).

IMPLICATIONS

From the point of theoretical implication, it is known that the use of various theories in the study of turnover intention shows that there is still

a debate between one theorist and another. It is due to differences in viewpoints and approaches used and the ability to accommodate theories to the research constructs developed. By looking at these theoretical gaps, this study is rooted in the conservation of resources (COR) theory, which is proven to overshadow all existing research constructs. The results of this study further strengthen the role and position of COR theory as one of the established theories that can be relied upon in human resource management studies. From practical implications, burnout and work stress are empirically proven as triggers capable of creating turnover intention. By looking at the statistical power of burnout and work stress, the results of this study can be applied to other health professions and even to other hospitals or organizations with similar characteristics to hospitals.

RECOMMENDATIONS

The limitation of the independent variable effort-reward imbalance in explaining the burnout, work stress, and turnover intention means that many other variables contribute and need to be included in the model in future studies. In addition, the marginal model achievement index requires further testing with more complex indicators. Future studies are also expected to develop other grand theories beyond COR theory on similar models.

Behind the research findings, study limitations arise due to many things that have not been reached in the construction of the research model. Statistically, the ability to explain exogenous variables (effort-reward imbalance) to endogenous variables (burnout, work stress, and turnover intention) based on square multiple correlations (r^2) values shows imperfect achievement where effort-reward imbalance is only able to explain burnout by 32.3%, describes work stress by 69.6%, and explained turnover intention by 70.9%. In addition, from the aspect of model development, there is an index with a marginal achievement category, namely AGFI = 0.860.

CONCLUSIONS

Based on the results of this study, it can be concluded that the mediating variables, as well as solutions to the research gap in the form of burnout and work stress, are empirically proven to be the main trigger for turnover intention in contract

nurses at the Bahteramas Regional General Hospital in Kendari City. The combination of effort-reward imbalance and work stress is the dominant cause of turnover intention.

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