

# The Effect of Perceived Organizational Support on Turnover Intention Mediated by Job Satisfaction and Burnout

Perceived  
Organizational  
Support

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## ABSTRACT

The purpose of this study was to determine the effect of perceived organizational support, job satisfaction, and burnout on turnover intention of nurses at Purwogondo Hospital. The sample population was 80 nurses working at Purwogondo Hospital. The questionnaire was distributed through direct questionnaire distribution to nurses. SPSS software version 22 was used to model the relationship between the variables studied. The results of the study confirmed a positive relationship between perceived organizational support and job satisfaction and a negative relationship with burnout. Job satisfaction had a negative effect on turnover intention, burnout had a negative effect on job satisfaction and a positive effect on turnover intention. The results showed a mediating effect of job satisfaction and burnout on the relationship between perceived organizational support and turnover intention. Based on the model presented in this study, it can be concluded that perceived organizational support has an impact on job satisfaction, burnout and turnover intention.

**Keywords:** Burnout, Job satisfaction, Perceived organizational support, Turnover intention

## ABSTRAK

Tujuan dari penelitian ini adalah untuk mengetahui pengaruh perceived organizational support, job satisfaction, dan burnout terhadap turnover intention perawat Rumah Sakit Purwogondo. Populasi sampel merupakan perawat yang bekerja di Rumah Sakit Purwogondo yang berjumlah 80 perawat. Kuesioner disebarakan melalui penyebaran kuesioner langsung terhadap perawat. Software SPSS versi 22 digunakan untuk memodelkan hubungan antar variabel yang diteliti. Hasil penelitian mengkonfirmasi adanya hubungan positif perceived organizational support terhadap job satisfaction dan hubungan negatif terhadap burnout. Job satisfaction berpengaruh negatif terhadap turnover intention, burnout berpengaruh negatif terhadap job satisfaction dan berpengaruh positif terhadap turnover intention. Hasil penelitian menunjukkan adanya efek mediasi dari job satisfaction dan burnout pada hubungan perceived organizational support dan turnover intention. Berdasarkan model yang disajikan dalam penelitian ini, dapat disimpulkan bahwa perceived organizational support memiliki dampak terhadap job satisfaction, burnout dan turnover intention.

**Kata kunci:** Burnout, Job satisfaction, Perceived organizational support, Turnover intention

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## INTRODUCTION

Turnover intention behavior occurs for various reasons that make someone have a tendency or desire to leave based on employee dissatisfaction with the job or organization or better job opportunities (Wang & Wang, 2020). Employee turnover will be said to be normal if it only ranges from 5 to 10% per year and is said to be high if it reaches 10% per year (Gillies, 1989). Social exchange theory is based on an employee weighing the positive and negative outcomes of each social relationship in this case between employees and the organization as a basis for whether the employee will continue the relationship with the organization or will quit (Gouldner, 1960; Blau, 2017). Turnover intention behavior has been studied by previous researchers but no specific model or antecedent has been identified as the reason for turnover and the importance of reducing turnover intention behavior in nurses requires strategies to address this behavior effectively (Chen et al., 2018; Giao et al., 2020). Several previous studies have shown that turnover intention behavior can be influenced by several factors such as job satisfaction (Chen & Wang, 2019; Li et al., 2020; Xu et al., 2020), burnout (Kyei-Poku, 2019; Yang & Chen, 2020; Alkhraishi et al., 2023), perceived person-organization fit (Jin et al., 2018; Rurkkhum, 2018; Saufi et al., 2020) and perceived organizational support (Choi & Chiu, 2017; Yuh & Choi, 2017; Zeng et al., 2020; Yu et al., 2021). Based on previous studies, one of the factors that can trigger turnover intention behavior is burnout.

Burnout is broadly described as an emotional and psychological syndrome that occurs in various work contexts and job roles (Yu et al., 2021). In practice, organizations must pay attention to the demands placed on employees by providing adequate training and recognizing employee interests, creating a fair environment and one of which is by providing organizational support (Yu et al., 2021). The support provided by the organization is given through effective open communication, providing assistance, fair and respectful treatment of coworkers and working together to achieve common goals. Previous studies have found that turnover intention is influenced by job satisfaction and perceived organizational support also affects employee job satisfaction (Chen & Wang, 2019; Wang & Wang, 2020). Perceived organizational support is an important contributor to job satisfaction that organizational support perceived and received by employees positively predicts their level of job satisfaction (Yuh & Choi, 2017; Yu et al., 2021). This research is supported by the Job Demand-Resources Theory which explains that when job resources are inefficient (organizational support) employees will tend to be less satisfied with their jobs (Bakker et al, 2007; Yu et al., 2021).

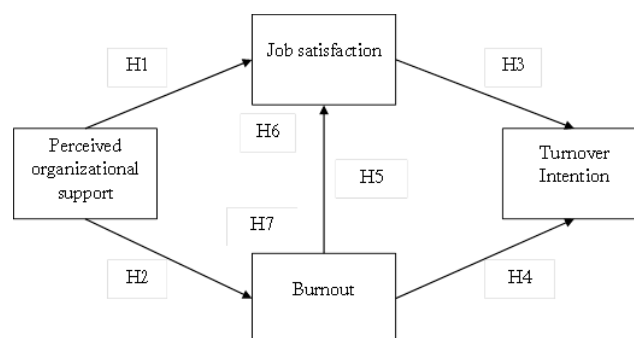


Figure 1. Equation Model

## METHOD

This study uses a quantitative research design by applying a survey research method. The population is nurses at Purwogondo Hospital with a sample of 80 respondents taken using a purposive sampling technique. The research instrument was adapted from previous research (Table 1) with a Likert scale item of one to five where a value of one represents the statement 'Strongly Disagree' while a value of five represents the

statement 'Strongly Agree'. The instrument in the form of a questionnaire was distributed through a direct questionnaire to nurses at Purwogondo Hospital.

**Table 1.** Source and Number of Items in the Instrument

Variable	Statement	Source
Perceived organizational support	8	(Armeli et al., 1998)
Job satisfaction	20	(Brown & Peterson 1993)
Burnout	12	(Maslach & Jackson, 1981)
Turnover intention	3	(Cammann, 1983)

Statistical data analysis and path modeling were performed using SPSS version 22 software. Two steps were performed sequentially using multiple regression. First, the measurement model was evaluated and then assessed. All statistical analyses performed were considered significant if the p-value  $\leq 0.05$ .

## RESULT

A measuring instrument is declared valid if the significant value of the item correlation to the total  $\leq \alpha$  (Suliyanto, 2018). If the significant value of the correlation  $\leq \alpha$  (0.05), then the measurement item is declared valid. A questionnaire is said to be reliable if the respondent's answers to the questions are consistent or stable over time. If Cronbach Alpha  $> 0.60$  or 60%, then the item or variable is reliable.

**Table 2.** Validity and Reliability of Instruments

Constructs	Indikator	Cronbach Alpha
Perceived Organizational Support	POS1	0.824
	POS2	0.720
	POS3	0.716
	POS4	0.682
	POS5	0.779
	POS6	0.653
	POS7	0.828
	POS8	0.732
Job Satisfaction	JS1	0.309
	JS2	0.479
	JS3	0.442
	JS4	0.507
	JS5	0.428
	JS6	0.466
	JS7	0.341
	JS8	0.470
	JS9	0.549
	JS10	0.611
	JS11	0.589
	JS12	0.648
Burnout	JS13	0.608
	JS14	0.588
	JS15	0.507
	JS16	0.518
	JS17	0.560
	JS18	0.435
	JS19	0.581
	JS20	0.557
	B1	0.348
B2	0.406	
B3	0.572	
B4	0.549	
B5	0.527	
B6	0.474	
B7	0.415	
B8	0.498	
B9	0.513	

	B10	0.551	
	B11	0.614	
	B12	0.613	
Turnover Intention	TI1	0.662	0.611
	TI2	0.801	
	TI3	0.780	

Table 2 explains the correlation significance value  $\leq 0.05$  with Cronbach Alpha  $> 0.60$  explaining that the item is declared valid and provides adequate reliability.

Validation of direct and indirect relationship hypothesis using multiple regressions. Significant direct and indirect effects in the path model and indicate the value of the mediation regression coefficient.

Table 3. Direct Effect

Constructs	B	T-Stat	P Values
Perceived organizational support -> Job satisfaction	1.460	18.199	0.000
Perceived organizational support -> burnout	-0.747	-11.755	0.000
Job satisfaction -> Turnover intention	-0.182	-12.155	0.000
Burnout -> Turnover intention	0.317	12.241	0.000
Burnout -> Job satisfaction	-1.582	-19.422	0.000

Based on Table 3, Perceived Organizational Support has a positive effect on Job Satisfaction with a regression coefficient of 1.460, a T-statistic value of 18.199, and a p-value of 0.000. This shows that Perceived Organizational Support significantly increases job satisfaction, with a very high level of significance ( $p < 0.05$ ). Perceived Organizational Support has a negative effect on burnout with a regression coefficient of -0.747, a T-statistic value of -11.755, and a p-value of 0.000. This means that the higher the Perceived Organizational Support, the lower the level of burnout experienced by employees, with statistically significant results. Job satisfaction has a negative effect on Turnover Intention with a regression coefficient of -0.182, a T-statistic value of -12.155, and a p-value of 0.000. This shows that the higher the Job satisfaction, the lower the employee's intention to leave the organization, with a very strong level of significance. Burnout has a positive effect on Turnover Intention with a regression coefficient of 0.317, a T-statistic value of 12.241, and a p-value of 0.000. This means that the higher the burnout experienced by employees, the higher their intention to leave the organization, with a very high significance. Burnout has a negative effect on job satisfaction with a regression coefficient of -1.582, a T-statistic value of -19.422, and a p-value of 0.000. These results indicate that the higher the burnout, the lower the employee's job satisfaction, with a very statistically significant effect.

Table 4. Indirect Effect

Constructs	B	T-Stat	P Values
Perceived organizational support -> Turnover intention	-0.291	-11.604	0.000
Perceived organizational support-> Job Satisfaction	1.460	18.199	0.000
Perceived organizational support-> Job Satisfaction -> Turnover intention	-0.110	-3.302	0.001

Based on the results of Table 4, there are three relationships between the various constructs analyzed. First, perceived organizational support has a negative effect on turnover intention, with a regression coefficient of -0.291 and a T value of -11.604, which indicates a significant effect ( $p < 0.05$ ). This means that the higher the perceived organizational support, the lower the employee's desire to leave the organization. Perceived organizational support has a positive effect on job satisfaction with a regression coefficient of 1.460 and a T value of 18.199, which is also significant ( $p < 0.05$ ). This shows that perceived support from the organization can significantly increase employee job satisfaction. Job satisfaction is also a mediator in the relationship between perceived organizational support and turnover intention. The regression coefficient for this path is -0.110 with a T value of -3.302, and significant with  $p = 0.001$ .

This shows that job satisfaction reduces the desire to leave the organization when organizational support is perceived well.

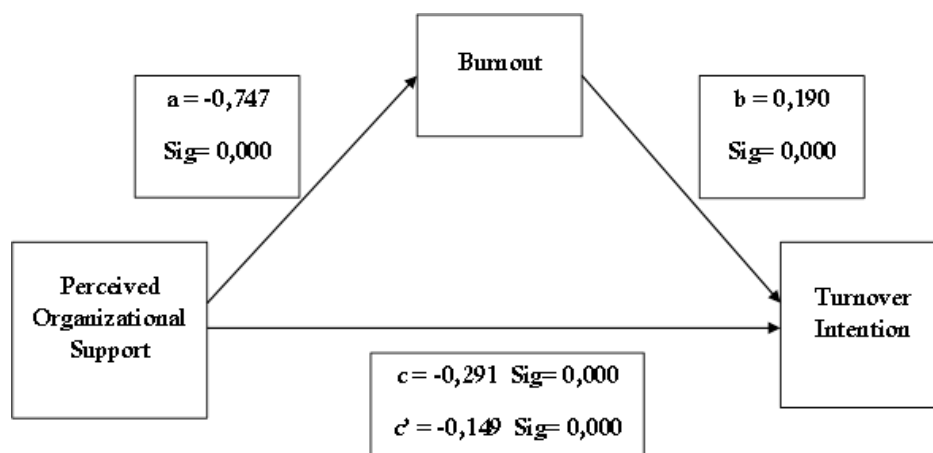


Figure 2. Mediation Analysis

Figure 2 shows a conceptual model that describes the relationship between Perceived Organizational Support, Burnout, and Turnover Intention. In this model, there are several paths denoted by coefficients. The regression coefficient value of -0.747 indicates a strong negative relationship between Perceived Organizational Support and Burnout. The higher the support felt by employees from their organization, the lower the level of exhaustion or burnout they experience. The regression coefficient value of 0.190 indicates a positive relationship between Burnout and Turnover Intention. This means that the higher the level of burnout experienced by employees, the higher their tendency to have the intention to move from the organization. Then the regression coefficient value of -0.291, Significance = 0.000 illustrates a direct relationship between Perceived Organizational Support and Turnover Intention. With this negative coefficient, it can be seen that the higher the support felt by employees from the organization, the lower their intention to move. The significance of 0.000 indicates that this relationship is very statistically significant.

The results of the study showed a significant direct effect of perceived organizational support on job satisfaction and burnout, job satisfaction and turnover intention, burnout and turnover intention. In addition, this study also showed the mediation effect of job satisfaction and burnout mediating the relationship between perceived organizational support and turnover intention.

## DISCUSSION

The results of this study indicate a relationship between perceived organizational support and job satisfaction. The results of the analysis showed a value of 18.199 with p-values of 0.000, this indicates that perceived organizational support has a significant positive effect on job satisfaction. Perception of organizational support as the extent to which employees perceive their employers in relation to the concern and value given by employers in line with employee welfare and contribution. This can be related to the willingness of employers, which according to employee perceptions, to offer assistance whenever an employee needs help and assistance, and to provide compensation for the employee's efforts in working. A well-designed work environment can also help in achieving job satisfaction for employees and can increase productivity and quality of work when working in the place they want. Fair and equal treatment is also a factor because equal treatment can lead them to have a positive work attitude and this will have an impact on job satisfaction.

The results of the study showed a relationship between perceived organizational support and burnout. The results of the analysis showed a value of -11.755 with a p-

value of 0.000, this indicates that perceived organizational support has a significant negative effect on burnout. Perceived organizational support is an employee's perception and view of whether the organization where they work pays attention to their contributions and interests. Two important points in organizational support are employee perceptions of whether the organization pays attention to their contributions and whether the organization cares about the welfare of its employees. Previous research has shown that employees with high perceived organizational support tend to express a strong sense of belonging and loyalty to the organization and can reduce their stress and fatigue which results in employee turnover (Wang & Wang, 2020).

The results of the study showed a relationship between job satisfaction and turnover intention. The results of the analysis showed a value of -12.155 with p-values of 0.000, this means that job satisfaction has a significant negative effect on turnover intention. Job satisfaction is one of the important factors in research on turnover intention. Previous research shows that when employees experience low job satisfaction, the likelihood of leaving the organization is greater. When someone faces dissatisfaction, many negative effects will occur in a person, such as reduced willingness to work, poor work performance, lateness, early leave, and high turnover (Chen et al., 2018). When someone has high job satisfaction, turnover intention will decrease and vice versa. Job satisfaction arises when there is a difference between what is expected and what is obtained. The high difference between what is expected and what is obtained will result in high turnover intention.

The results of the study showed a relationship between burnout and turnover intention. The results of the analysis showed a value of 12.241 with a p-value of 0.000, this means that burnout has a significant positive effect on turnover intention. Burnout results from an individual's perception of a threat to what they value due to high job-related demands, loss of resources to achieve job demands, or insufficient returns on resource investment. Such as if an employee spends time helping coworkers but does not get profitable rewards from coworkers. Previous studies have emphasized burnout as an important factor influencing turnover intention (Wang & Wang, 2020).

The results of the study indicate a relationship between burnout and job satisfaction. The results of the analysis showed a value of -19.422 with p-values of 0.000, this means that burnout has a significant negative effect on job satisfaction. This study uses the Job Demand-Resources (JD-R) model as a guide to test the impact of demands and resources in the workplace on burnout and the impact of burnout on job satisfaction. Burnout is a syndrome of emotional exhaustion and cynicism that often occurs among individuals who do work. Burnout is conceptualized as a result of long-term work stress, especially among workers. This shows that when individuals have work demands that take a long time to complete, it will affect and have an impact on decreasing job satisfaction from individuals.

The results of the study showed that job satisfaction mediated the relationship between perceived organizational support and turnover intention. Job satisfaction is one of the important factors in research on turnover intention. Previous studies have shown that when employees experience low job satisfaction, they are more likely to leave the organization. When someone faces dissatisfaction, many negative effects will occur in a person, such as reduced willingness to work, poor work performance, lateness, early leave, and high turnover (Chen & Wang, 2019). When someone has high job satisfaction, turnover intention will decrease and vice versa. Job satisfaction arises when there is a difference between what is expected and what is obtained.

The results of the analysis show that burnout mediates the relationship between perceived organizational support and turnover intention. Employee turnover refers to employees who leave an organization resulting in a series of costs and losses for the company. This includes the cost of recruiting and training new employees, reduced efficiency before employee departure. Willingness to leave is the tendency of employees to leave and is important for predicting whether employees will actually leave the organization (Wang & Wang, 2020). Psychological stress is defined as a reaction to the

loss of resources, the threat of such loss, or the failure to obtain additional resources after resource investment. Burnout is associated with social competence, if employees have a strong sense of work competence, then their motivation to help others tends to increase. However, if employees fail to achieve the expected goal of helping others, they may experience exhaustion, which reduces their motivation to help others.

## CONCLUSION

High organizational support contributes to increased job satisfaction and reduced burnout, which directly affects employee turnover intention. The analysis revealed that perceived organizational support has a significant positive correlation with job satisfaction. This confirms that the greater the support perceived by employees from the organization, the higher their job satisfaction. This support can include available assistance when needed, recognition of work contributions, and fair and adequate compensation. Furthermore, perceived organizational support has been shown to have a negative effect on burnout. With strong support from the organization, employees tend to feel appreciated and are less likely to experience work exhaustion, which ultimately reduces burnout. This is in accordance with the Job Demand-Resources (JD-R) model used in the study, where high job demands can be better managed with adequate resource support. Then, this study also found that job satisfaction has a negative impact on turnover intention, indicating that high job satisfaction reduces employees' desire to leave the organization. There is evidence that burnout mediates the relationship between perceived organizational support and turnover intention, and that job satisfaction mediates the relationship between organizational support and turnover intention. This underscores the importance of maintaining a supportive and satisfying work environment to reduce employee turnover. The importance of perceived organizational support in creating a positive work environment, which not only increases job satisfaction but also reduces burnout and turnover intention, strengthening employee loyalty and attachment to the organization.

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