Original Research Article

IMPACT OF BURNOUT SYNDROME ON INTENTION TO LEAVE AMONG NURSE AT X HOSPITAL GRESIK

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Abstract

Background: Turnover of nurse was still a challenge and concern for nursing and hospital management. Nurses who voluntarily leave the organization were threat to nursing organization. Turnover among nurse was contributed factor to the decline in the number of nurses worldwide. High turnover among nurse causes losses to the organization in terms of costs, resources and nurses' motivation. Turnover among nurses was ranked highest in the team of health professionals.

Objectives: The aim of this study was to know how the effect of burnout syndrome on the level of intention to leave among nurses.

Methods: This study was used explanatory design with a cross sectional with 126 respondents. Data were collected using a questionnaire that has been tested for validity and reliability. The variables included burnout syndrome and turnover intention. Data were analyzed using binary logistic regression techniques.

Results: The significant value of logistic regression test was obtained at 0.003 ($<\alpha=0.05$). So, burnout syndrome has a significant direct effect to intention to leave among nurse. If burnout syndrome higher, intention to leave will be higher too.

Conclusion: Dimensions of emotional and physical exhaustion are dominant to increase intention to leave of nurse. Intervention that can be made to reduce nurse burnout among nurse through personal focus to strengthen individual coping strategies to confront of stress, while organizational roles focus on reducing job demands among nurse.

Keywords: Burnout Syndrome, Turnover Intention

INTRODUCTION

Turnover of nurse was still a challenge and concern for nursing and hospital management (Leodoro J. Labrague *et al.*, 2018). Nurses who voluntarily leave the organization were threat to nursing organization (Takase, 2014). Turnover among nurse was contributed factor to the decline in the number of nurses worldwide.

High turnover among nurse causes losses to the organization in terms of costs, resources and nurses motivation (Bobbio and Manganelli, 2015). Turnover among nurses was ranked highest in the team of health professionals.

Percentage turnover at hospitals take 23% of the overall turnover rate of individual and 50% are nurses (Leodoro J. Labrague *et al.*, 2018). The Joint Commission on Accreditation of Health Care Organization (JCAHO) explained that turnover among nurse rate ranges from 18-26% per year. Percentage turnover among nurse in hospitals ranges from 4-68% (Ross, 2016). The result of the Indonesia Employee Intentions Report Survey conducted by (Chandra, 2018) reported that 72% of respondents in Indonesia have a desire to change jobs in the next 12 months (Hesarika, 2018) . Turnover rate at X Hospital where this research was conducted also increased from 2017-2019 by 11.11%, 20.3%, 3.44%.

High turnover of nurses occurs due to work pressure, lack of professional commitment significant, and there is no commitment from the organization and job satisfaction (Siregar, 2014). According to (Bobbio and Manganelli, 2015) intention to leave nurses occur due to high emotional exhaustion, burnout, nurse's trust in leadership, leadership style, culture organization, lack of support, and work environment. Workload, job dissatisfaction, quality of care and patient safety as well influencing nurses' intention to leave (Nantsupawat, Nantsupawat and Kunaviktikul, 2016). Therefore, a strategy is needed to prevent the nurse's intention to leave the hospital from being realized.

Burnout syndrome also influences a person to remain in an organization and has a high influence on organizational commitment because organizational commitment has an effect on every dimension of burnout (Peng *et al.*, 2016). Burnout has serious potential for staff, clients and organizations (Maslach and Leiter, 2016). Burnout syndrome lead to a decrease the quality of care or services provided by nurses which affects low morale and work motivation and increases absenteeism. This is a factor caused turnover among nurse (Santoso, 2018). Based on the explanation, researcher conducted a study on impact burnout syndrome to intention to leave at X Hospital.

METHODS
Study Design
This study was used cross sectional designed.

Setting
This study was conducted at X Hospital Gresik. Data was collected from January until March 2020.

Research Subject
Samples of this study were selected using stratified random sampling technique. The population in the study was nurse at X Hospital Gresik.

The inclusion criteria were nurse minimum diploma nursing education and not occupying a structural position. The exclusion criteria were nurses who are studying or attending training assignment, nurses who are on leave, nurses who were sick during the study and has played a role in testing the validity and reliability of the instrument

Sample in this study was used rule of the tumb calculation method, namely how to calculate the number of samples in the study multivariate 5-10 times the number of independent and dependent sub-variables needs. In this study researcher used a sample of 6x21= 126 respondents.

Instruments
Burnout syndrome is measured using the Maslach Burnout Inventory (BMI) was adapted by (Nursalam, 2017) which includes 3 dimensions namely emotional exhaustion, depersonalization, and decreased self-achievement. The instrument consists of 21 items of questions. Emotional exhaustion consists of 7 statements, depersonalization consist of 6 statement and decreased self-achievement consist of 8 statements with a 4-point Likert scale with a score of never a score of 1, rarely a score of 2, often a score of 3, and always score of 4.

Turnover intention is measured using instrument using The Intention to Leave Questionnaire adapted by Abelson. The instrument consists of 20 items of questions. which consists of 4 withdrawal components. Withdrawal cognition, namely: thinking out, intending to leave and looking for a new job, comparing the old job with the new, decision to leave or stay. This questionnaire is divided into 4 options used a Likert scale such as the score given is never a score of 1, rarely a score of 2, often a score of 3, and always a score of 4.

Questionnaire that has been tested the validity with the r table >0.361. The reliability of burnout syndrome questionnaire is 0.714 and intention to leave questionnaire is 0.829.

Data Analysis

This study was used IBM SPSS Statistics 23 to analyze the data. Analysis used binary logistic regression techniques were to test the hypotheses.

Ethical Consideration

Ethical clearance tested for this study has been carried out by the ethic committee with proof of certificate number 1841-KEPK on December 2, 2019.

RESULTS

Table 1. Distribution of Respondent Characteristics (n=126)

Characteristic of Respondent	Total	Percentage
Gender		
Male	52	41.3
Female	74	58.7
Total	126	100.0
Age		
21-30 years old	81	64.3
30-40 years old	45	35.7
Total	126	100.0
Education		
Diploma of Nursing	31	24.6
D4/Bachelor of Nursing	95	75.4
Total	126	100.0
Employee status		
Civil servants	50	39.7
Permanent employee	76	60.3
Total	126	100.0

Characteristic of Respondent	Total	Percentage
Tenure		
<1 year	29	23.0
1-5 year	51	40.5
>5 year	46	36.5
Total	126	100.0
Work unit		
Inpatient room	57	45.3
Outpatient room	20	15.9
Emergency unit	15	119.0
Intensive care unit	22	17.4
Hemodialysis room	7	5.5
ABK room	2	1.7
MCU room	3	2.4
Total	126	100.0

Table 1 showed that most of the characteristics of respondents are female nurses with productive age of 21-30 years. Bachelor of nursing level of educations, status as a permanent employment with a tenure of 1-5 years. Most respondents came from inpatient room from 7 room.

Table 2. Distribution Data Burnout Syndrome of Nurse (n=126)

Burnout Syndrome	Total	Percentage
Emotional Exhaustion		
High	1	0.8
Moderate	45	35.7
Low	80	63.5
Total	126	100.0
Depersonalization		
High	0	0.0
Moderate	92	73.0
Low	34	21.0
Total	126	100.0
Decreased self-achievement		
High	1	0.8
Moderate	40	31.7
Low	85	67.5
Total	126	100.0

Table 2 showed that 45 nurses had dimensions of emotional exhaustion (35.7%). In the aspect of depersonalization as many as 92 nurses have the depersonalization dimension is in the moderate category, and in the decreasing aspect self-achievement as many as 40 nurses (31.7%).

Table 3. Distribution Data Intention to Leave of Nurse (n=126)

Intention to leave	Σ	%
Thinking out		
High	31	24.6
Moderate	87	69.0
Low	8	6.3
Total	126	100.0
Looking for a new job		
High	24	19.0
Moderate	91	72.2
Low	11	8.8
Total	126	100.0
Comparing the old job with the new		
High	25	19.8
Moderate	92	73.0
Low	9	7.1
Total	126	100.0
Decision to leave or stay		
High	49	38.9
Moderate	70	55.6
Low	7	5.6
Total	126	100.0

Table 3 explained that intention to leave among nurse show a moderate category at the stage of thinking about leaving the hospital, starting to look for another job, and comparing with other jobs. While at the stage of decided to stay in the hospital in the high category as many as 49 nurses (38.9%).

Tabel 4. Hypothesis Test Result with Binary Logistic Regression Test

Variable	Estimate	Sig.	Confidence Interval	
			Lower Bound	Upper Bound
The impact of burnout syndrome to intention to leave	-1.781	0.003	-2.953	-0.609

Table 4 showed that hypsotesis test result based on the binary logistic regression test, the sig value is 0.003 (<0.05) which mean burnout syndrome has a significant effect on intention to leave. The estimate value of -1.781 indicates that the higher of burnout syndrome, the intention to leave among nurse will be higher too.

DISCUSSION

Based on statistical tests, it can be explained that sub variables are valid for measuring burnout syndrome. Burnout syndrome has a significant effect to intention to leave. Burnout syndrome in this study refers to emotional and physical exhaustion, depersonalization, and decreased self-achievement of nurses. Burnout syndrome occurs in all nurses, both male and female nurses. Burnout syndrome is proven to be the cause of intention to leave which has an impact on increasing hospital costs. Burnout syndrome has a significant effect on intention to leave.

X Hospital Gresik has nurses with less than a year of service. The initial motivation of nurses who have worked less than a year when working is to seek experience. When nurses with less than a year of service have low motivation, it will affect the level of job satisfaction, lack of adjustment and expectations that are not as desired. This will have an impact on burnout syndrome which will affect the nurse's intention to leave. The longer an individual is in a job, the less likely a person is to have the intention to leave. Research conducted by (Shacklock et al., 2014) states that tenure and satisfaction that affect burnout syndrome are positively related, that individuals who have worked for a long time have a positive impact on burnout syndrome

Organization is not synonymous with high productivity. Individuals who have a long tenure do not mean that the individual has a low intention. One of the causes of nurses having the intention to leave as a result of burnout syndrome.

Burnout syndrome is a psychological condition of individuals who fail to cope with work stress, causing prolonged stress (Dwi Fibriansari, Nursalam and Riyadi Yuwono, 2017). Nurses who cannot cope with work stress are prone to physical and mental emotional exhaustion and low self-esteem (Dwi Fibriansari, Nursalam and Riyadi Yuwono, 2017). Fatigue is associated with an imbalance in the number of nurses and the perceived workload (Nursalam et al., 2018). Fatigue dimension can be defined as a nurse's lack of energy and emotion to work, emotional stress, emotional exhaustion, self-perception and job

stress resulting from individual psychological and emotional demands (Liu *et al.*, 2018)

The work fatigue dimension in burnout causes individuals to have low organizational commitment and causes a high number of nurses' intention to leave (Fida, Laschinger and Leiter, 2018). This study is in line with research conducted by (Leodoro J Labrague *et al.*, 2018) there is a significant relationship between work fatigue and cynicism with intention to leave. Individuals who feel emotionally exhausted from work and organizations assume that individuals cannot achieve maximum performance or service (Chang *et al.*, 2017). Continuous individual emotional exhaustion can lead to depersonalization and reduced individual feelings of accomplishment in service (Chang *et al.*, 2017) . Individuals become less enthusiastic about the performance being carried out so that individuals are vulnerable to withdrawing from work both psychologically and physically. Intention to leave is a strong predictor of nurses to leave the organization which is a factor causing turnover intention

Interventions to reduce fatigue can be done through direct personal, direct organization or a combination of both. Interventions through personal focus on strengthening individual coping strategies in dealing with stress, while organizations focus directly on reducing job demands. The results of research conducted by (Werermann et al, 2014) stated that interventions through direct personal to reduce fatigue are effective in the short term (6 months or less than a year) while interventions through organizations are more effective in the long term. Organizations need to add burnout interventions to reduce burnout in the long term. Several things can be done to overcome burnout syndrome namely by empowering nurses. The benefits that nurses can receive from empowerment are nurses are able to think critically, solve problems, and develop leadership attitudes, including empowerment to promote leadership positions, self-esteem and professionalism. Provide motivation and autonomy for nurses by developing knowledge and skills, education and training to increase nurses' sense of responsibility and professionalism.

CONCLUSION

Dimensions of emotional and physical exhaustion are dominant to increase intention to leave of nurse. Intervention that can be made to reduce nurse burnout among nurse through personal focus to strengthen individual coping strategies to confront of stress, while organizational roles focus on reducing job demands among nurse.

SUGGESTIONS

Human Resource Development (HRD) as an HR unit must be able to take preventive measures to reduce the level of burnout syndrome in nurses. HR needs to evaluate periodically to find out whether the turnover rate that occurs in hospitals has decreased or increased. Some things that can be done to overcome burnout syndrome are by empowering nurses. This will help nurses to better adapt to the work environment in dealing with burnout syndrome thereby reducing the burnout syndrome of nurses in hospitals.

DECLARATION OF CONFLICTING INTEREST

No conflicts of interest have been declared.

AUTHOR CONTRIBUTION
Author 1:
Literature search, research data collection, data analysis and synthesis, preparation of research report, and preparation of manuscripts.

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