

Workload, job satisfaction, and salary satisfaction with turnover intention of health workers

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ABSTRACT

Introduction: Puskesmas, a first-level health service facility, is essential in community promotive and preventive efforts. Implementing the Regional Public Service Agency Financial Management Pattern (PPK-BLUD) provides flexibility in resource management, including recruiting contract workers. However, high workloads, low job satisfaction, and dissatisfaction with salaries can trigger health workers' turnover intentions, which impact service quality and organisational stability.

Research Methodology: This study uses a cross-sectional design with a quantitative approach. The research population includes all health workers with BLUD contract status from 37 health centres and 418 people. The sample was taken using a simple random sampling technique, resulting in 204 respondents who met the inclusion criteria, namely, having worked for more than 6 months. Multiple linear regression tests were carried out for data analysis.

Results: The results of the analysis using multiple linear regression showed that there was a significant relationship between workload and turnover intention ($p = 0.001$), as well as a significant relationship between job satisfaction and turnover intention ($p = 0.043$) in BLUD contract health workers. Meanwhile, satisfaction with salary showed no significant relationship with turnover intention ($p = 0.169$). These findings indicate that high workloads and low job satisfaction contribute to the increased willingness of healthcare workers to leave their jobs. In contrast, salary satisfaction levels are not the dominant factor in determining these intentions.

Conclusion: This study shows that workload and job satisfaction have a significant relationship with the turnover intention of health workers under BLUD contracts, while salary satisfaction has no significant effect. Therefore, good human resource planning, workload management, and increased job satisfaction are essential strategies for suppressing exit intentions and maintaining the sustainability and quality of services at the Health Center.

Keywords: Job satisfaction, Salary satisfaction, Turnover intention, Workload.



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INTRODUCTION

Public health services are one of the crucial aspects of national development. First-level health facilities, such as health centres, have a strategic role in providing promotive and preventive services to the community and being at the forefront of the national health system (Herlina et al., 2023). As a public service unit that continues to adapt to community needs and health challenges, Puskesmas is required to sustainably improve the quality of services. To support this, the Indonesian government has implemented the Regional Public Service Agency Financial Management Pattern (PPK-BLUD), which provides financial and human resource management flexibility, including recruiting BLUD contract workers (Rusli et al., 2023). Although the BLUD system provides managerial and financial flexibility, its success depends heavily on effective human resource (HR) management. One of the major challenges faced by the management of Phc today is the high turnover rate and intention to quit work among contract health workers. Turnover intention is a strong predictor of actual turnover, which can cause disruption in services, increase recruitment and training costs, and reduce the quality of health services (Rahagia et al., 2024).

According to the World Health Organisation (WHO), the global health worker turnover rate reached 17.4% in 2020. Even in the Asian region, this figure has increased by 50%, according to data from the International Council of Nurses (ICN). In Indonesia, the Ministry of Health recorded a turnover rate of health workers of 25.6% in 2019. This phenomenon is a serious concern, especially for regions that rely on contract labour in daily operations (Linggi et al., 2024). Several previous studies have identified a number of factors that affect turnover intention, including high workload, low job satisfaction, and dissatisfaction with compensation or salary (Felicia et al., 2023). Workload refers to the pressure individuals face to complete job tasks in a given time. When the workload exceeds an individual's capacity, this can lead to work stress, burnout, decreased motivation, and ultimately encourage the desire to leave work (Mita et al., 2024).

Similarly, job satisfaction plays an intrinsic factor that affects employee loyalty. Healthcare workers who feel valued, have opportunities to grow and receive recognition tend to have a higher attachment to the organisation (Syaharuddin et al., 2024). On the other hand, workers who are dissatisfied with their jobs will feel less motivated, easily feel burdened, and be at high risk of experiencing turnover intention. Meanwhile, salary satisfaction is an important aspect of the employment relationship between health workers and health service institutions. When the salary received is not in accordance with the workload and responsibilities, health workers will feel injustice and potentially look for other job alternatives that are considered more financially profitable. However, previous studies showed mixed results regarding the influence of satisfaction on turnover intention, so further research is needed in a specific context, such as in BLUD contract workers (Gustini et al., 2024).

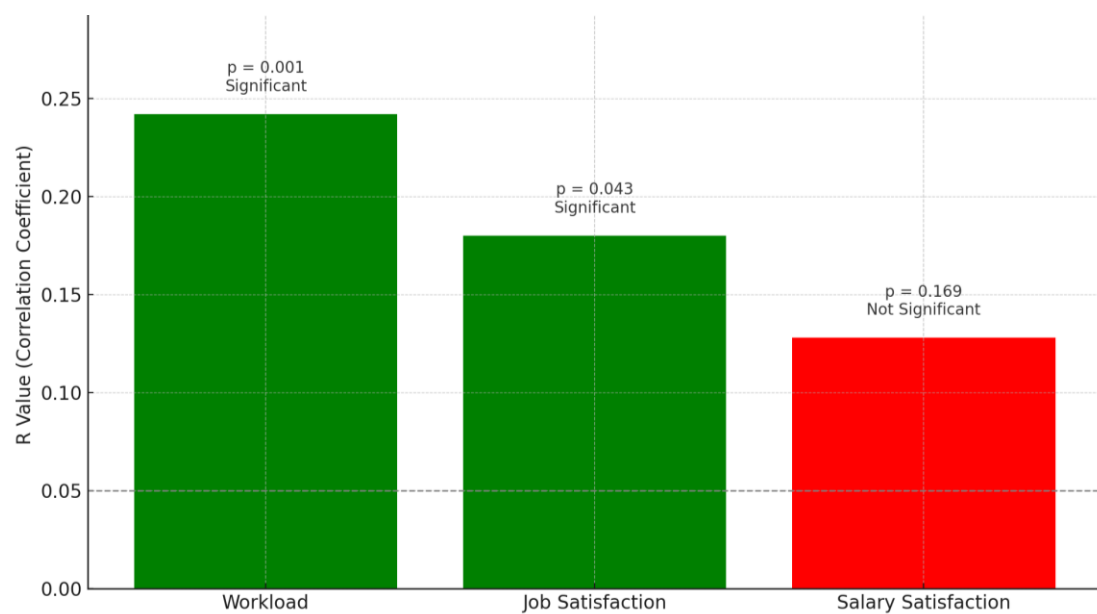
This condition is further exacerbated by the fact that BLUD contract workers are often less stable regarding job security, additional benefits, and access to sustainable career development. This makes them vulnerable to psychological pressure and dissatisfaction that triggers the desire to change jobs (Suprpto et al., 2024). In the long term, if this turnover phenomenon is not handled systematically, it will have a negative impact on the continuity of health services and the achievement of regional health targets. Various approaches have been taken to identify and reduce the turnover intention of health workers (McDermott et al., 2025). One of them is to quantitatively

measure the relationship between workload, job satisfaction, and salary satisfaction, as well as evaluate the relative contribution of each variable to exit intention. By understanding the correlation and power of influence of each factor, Puskesmas leaders can formulate more targeted, evidence-based intervention strategies, such as improving workload management systems, employee welfare programs, or performance-based compensation policies (Tran et al., 2025). With this background, this study aims to determine the relationship between workload, job satisfaction, and salary satisfaction with turnover intention in health workers with BLUD contract status at Puskesmas. The results of this research are expected to be a basis for consideration for regional policymakers, Puskesmas management, and other stakeholders in designing a more humanistic, fair, and sustainable labour policy.

RESEARCH METHODOLOGY

Study Design. This research employed a quantitative approach with a cross-sectional study design to investigate the relationship between workload, job satisfaction, salary satisfaction, and turnover intention among health workers under BLUD contracts at community health centers: **Population and Sample.** The study population comprised 418 BLUD contract health workers. The inclusion criteria were health workers with BLUD contract status who had worked for more than six months. Individuals who declined to sign the informed consent form were excluded from the study. A simple random sampling technique was used to select 204 eligible respondents who met the inclusion criteria and agreed to participate in the study. **Instruments and Data Collection.** The research utilised a structured questionnaire, which was adopted and modified from previously validated instruments: Workload scale, Job satisfaction scale, Salary satisfaction scale, and Turnover intention scale. **Data Analysis.** The data were analysed using multiple linear regression analysis to assess the relationships between the independent variables (workload, job satisfaction, and salary satisfaction) and the dependent variable (turnover intention). The significance level was set at $p < 0.05$. The analysis also included the coefficient of determination (R) to evaluate the strength of the relationships. **Ethical Considerations.** The study received ethical approval from the Health Research Ethics Committee of the Politeknik Sandi Karsa, with the ethical clearance number B-333/PT19/II/2025

RESULT



Bar Chart. 1 Illustrating the relationship between workload, job satisfaction, and salary satisfaction

The bar chart above displays the R values (correlation coefficients) of the relationships between three independent variables and the turnover intention of BLUD contract health workers. The p-values are annotated on each bar to indicate statistical significance.

Workload ($R = 0.242$, $p = 0.001$). A moderate positive and statistically significant relationship exists between workload and turnover intention. This means that as the workload increases, the intention of health workers to leave their jobs also increases. With a p-value of 0.001 (< 0.05), this result is highly significant, indicating strong evidence that workload contributes to turnover intention. Managing and balancing workload is crucial to retaining health workers and reducing their desire to resign. Job Satisfaction ($R = 0.180$, $p = 0.043$). Job satisfaction also has a positive and statistically significant correlation with turnover intention, although the relationship is weaker than that of workload. The p-value of 0.043 (< 0.05) confirms statistical significance. Lower job satisfaction is associated with higher turnover intention. Enhancing job satisfaction through recognition, work environment improvement, and career development can help reduce employee attrition. Salary Satisfaction ($R = 0.128$, $p = 0.169$). The correlation between salary satisfaction and turnover intention is positive but not statistically significant. The p-value of 0.169 (> 0.05) indicates that the relationship is insignificant, meaning salary satisfaction does not strongly influence turnover intention in this study context. Although salary is a relevant factor, non-financial aspects (such as workload and job environment) play a more dominant role in determining retention among BLUD contract health workers. The findings highlight that workload and job satisfaction significantly predict turnover intention. Therefore, Puskesmas administrators should prioritise reducing excessive workload and improving job satisfaction. While salary satisfaction did not show a significant effect, it should not be disregarded entirely, especially when integrated with broader employee welfare strategies.

DISCUSSION

This study analyses the relationship between workload, job satisfaction, and salary satisfaction with turnover intention in health workers with BLUD contract status. The results show a significant relationship between workload and turnover intention and between job satisfaction and turnover intention. Meanwhile, no significant relationship was found between salary satisfaction and turnover intention.

The Relationship of Workload with Turnover Intention. The results showed that workload had a significant relationship with turnover intention ($p = 0.001$). These findings are consistent with previous studies showing that high workloads can increase the intention to quit a job. In the context of health services, BLUD contract workers at Puskesmas often face excessive workloads due to limited human resources and high service demands on the community. An unbalanced workload can create psychological and physical stress, lower work motivation, and ultimately encourage the intention to look for another job (Santana-Martín et al., 2025).

Work stress theory explains that if the workload exceeds the individual's ability to cope with it, then the individual will experience stress that has an impact on performance and job satisfaction (Mekonnen Mihretie et al., 2024). Excessive workload significantly influences the desire to change jobs and can even be mediated by job satisfaction (Wahyuni et al., 2023). Workloads that are not managed properly also have the potential to reduce the productivity and quality of health services provided to the community (Artopo & Wahyuni, 2024). Therefore, managing workloads proportionately becomes very important. Puskesmas needs to conduct periodic workload assessments to adjust the number of workers to the volume of available work.

Implementing a work rotation system, adding support personnel, and using information technology in services can help ease the workload of health workers (Zhou et al., 2024).

The Relationship of Job Satisfaction with Turnover Intention. Job satisfaction also significantly correlated with turnover intention ($p = 0.043$). Low job satisfaction contributes to increased intention to change jobs. Job satisfaction encompasses the psychological and emotional aspects that individuals feel about their job, including feelings of being valued, role clarity, work environment, and career development opportunities (Wang & Wang, 2024). Health workers who feel dissatisfied with their work are more prone to emotional instability, easily experience fatigue, and have low motivation at work (Kennedy et al., 2025). The accumulation of these negative experiences can increase turnover intention, which ultimately negatively impacts the organisation's sustainability (Yeşilyurt et al., 2023). In the context of public services such as health centres, this can mean a decrease in public trust in the quality of services (Wei et al., 2025). To improve job satisfaction, organisations must create a supportive work environment, be open to feedback, reward good performance, and provide professional development opportunities. Implementing competency-based HR management and a participatory approach in decision-making can also increase the sense of belonging and employee loyalty (Lushin et al., 2023).

The Relationship between Salary Satisfaction and Turnover Intention. In contrast to the previous two variables, this study found that salary satisfaction was not significantly related to turnover intention ($p = 0.169$). Dissatisfaction with salary can be the main reason for job transfers. One explanation for these findings is that BLUD health workers in health centres may have lower expectations of financial compensation than those in the private sector. They prioritise work stability, social environment, and a sense of community service. In addition, the existence of salary standards set collectively by local governments makes salary variations between individuals tend to be small, so they are not influential enough to encourage turnover intention.

Nevertheless, this does not mean the compensation factor can be ignored entirely. In the long run, if compensation is not commensurate with the workload and responsibilities carried out, then dissatisfaction can increase (Lei et al., 2024). Therefore, Puskesmas managers and local governments need to continue periodic evaluations of the remuneration system to remain competitive and fair, especially compared to other health agencies (Mohammad & Borkoski, 2024). Workload and job satisfaction have proven to be essential determinants of the turnover intention of BLUD contract health workers at the Health Centre (Thumm et al., 2024). Therefore, human resource management that balances workload and increases job satisfaction is the primary key to reducing the intention to change jobs and improving the quality of primary health services sustainably (Avcı & Avcı, 2025).

The results of this study provide important implications for policymakers and human resource management in Puskesmas. Turnover intention is an early indicator of serious employee retention problems. If not handled properly, actual turnover can cause various losses, such as loss of experience, recruitment and retraining costs, and disruption of service continuity. With the knowledge that workload and job satisfaction are significant factors, the interventions that need to be carried out include Proportional workload arrangement based on job description and workforce capacity. Improve job satisfaction through a reward system, career development, and humane work management. Creating a positive and inclusive organisational culture so the workforce feels valued and has an important role.

CONCLUSION

This study concludes that workload and job satisfaction are significantly related to the turnover intention of BLUD contract health workers, while salary satisfaction does not show a

significant relationship. High workload and low job satisfaction are primary factors that increase the desire of health workers to leave their jobs. These findings emphasise the need for strategic human resource planning to reduce turnover intention, particularly by balancing workload and enhancing job satisfaction. Although salary satisfaction was not statistically significant, it should still be considered part of a comprehensive approach to employee retention. The implementation of the PPK-BLUD system offers flexibility in managing human resources. Therefore, optimising its use through structured recruitment and adequate compensation planning aligned with employee needs and performance is critical to improving service quality and ensuring long-term organisational sustainability in primary healthcare settings.

Conflict of Interest

The authors declare that they have no competing interests.

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