


Role Ambiguity, Workload, and Work Motivation Influenced the Turnover Intention among Employees at Mother and Child Hospital

Mohammad Ridwan¹, Hasyim¹, Rian Adi Pamungkas²

Universitas Esa Unggul, Jakarta Barat

Article information	Abstract
<p>Article history: Received; October 26th, 2023 Revised: January 25th, 2023 Accepted: February 20th, 2023</p> <p>Corresponding author: Name: Mohammad Ridwan Address: Jalan Arjuna Utara No.9, Kebon Jeruk, Jakarta 11510 E-mail: wandily0910@gmail.com</p> <p>International Journal of Nursing and Health Services (IJNHS), Volume 6, Issue 3, June 20th, 2023 DOI: 10.35654/ijnhs.v6i1.672 E-ISSN: 2654-6310</p>	<p>Background: Human resources play an essential role in achieving the success and goals of the hospital. Thereby, to connect all scopes of human resources, there needs to be good management. Objective: This study aims to analyze the effect of role ambiguity and workload and work motivation on employee turnover intention at Mother and Child Vitalaya Hospital. Method: A correlation study with a cross-sectional approach was applied in this study. Result: Multiple linear regression tests show that the coefficient of determination R square is 0.735. This indicates that role ambiguity, workload, and work motivation simultaneously contribute 74% to turnover intention. However, partially only work motivation influences employee turnover intention at Mother and Child Vitalaya Hospital. Conclusion: role ambiguity and workload were strong predictors of employee turnover intention. Recommendation: The human resource unit must consider those factors to prevent employee turnover. Further studies need to test other elements with a broad population to ensure the role of factors in avoiding turnover intention.</p> <p>Keywords: role ambiguity, workload, work motivation, turnover intention</p>
	<p>This is an Open Access article distributed under the terms of the Creative Commons Attribution 4.0 International License CC BY -4.0</p>

Background

Human resources play a crucial role in achieving the success and goals of a hospital. Gillis reported that employee turnover is normal if it ranges from 5% - 10% per year and is relatively high if it is more than 10% per year (1). The rate across the world is considered high, ranging from 15 to 44% (2-3).

Turnover would give you a loss because of jobs left behind. It leads to substantial financial and quality loss (1). Therefore, the hospital must arrange the procedure for re-recruitment from the beginning, which requires a lot of costs, such as recruitment fees, training costs, and facility fulfillment. Furthermore, turnover can cause work disruption and loss of knowledge, skills, and organizational memory (4).

Factors that support switching intentions focus on age, personality, health reasons, well-being, work environment, workload, and wages (5)

Besides, quality of life and work fatigue can affect the desire to switch employees (6). Employees' intention to leave the organization would lead to termination behavior with a level of dissatisfaction for various reasons and could lead to resignation (7).

Role ambiguity occurs when individuals need clarity about the tasks of their work (8). Unclear job descriptions, incomplete instructions from superiors, and lack of experience contribute to role ambiguity.

Role ambiguity arises because of a need for more information about job descriptions. Role ambiguity is a response that occurs because of obligations, authority, time allocation, and relationships with other people. Clarity or the existence of guidelines in doing something can reduce role ambiguity behavior (9).

Excessive workload is one of the critical dimensions that can cause stress in the context of work that is mainly faced by employees (10). Inconsistent overloaded work is a factor causing stress in the

workplace because many work groups and leaders may differ based on individual group settings (11). Workload refers to the amount of work allocated to an employee, and several researchers have supported a positive relationship between workload and turnover intention, and stress in employees (12). The turnover intention is significantly correlated with work stress, workload, and work position. Factors influencing turnover intention are the organizational system, depersonalization, physical environment, work position, and work climate.

Although many studies have discussed employee turnover, however, there are still few studies that relate role ambiguity to turnover intention in maternal and child hospitals. Thus, researchers will examine the effect of role ambiguity, workload, and work motivation on employee turnover intention at the Vitalaya Mother and child hospital.

OBJECTIVE

The study examines the association between role ambiguity, workload, and works motivation with employee turnover intention at the Mother and Child Vitalaya Hospital.

METHOD

Design

This study uses associative quantitative methods with a cross-sectional approach. This research was conducted at the Vitalaya Mother and Child Hospital.

Sample, sample size, & sampling technique

The sample in this study was medical and non-medical employees at Vitalaya Hospital. One hundred and eight employees consisting of medical personnel and non-medical personnel were selected using a purposive sampling technique approach. The inclusion criteria in this study such as 1) employees who have worked for more than one year at the Vitalaya Mother and child hospital, 2) Employees who remain in the hospital, and

willingness to participate in this study. Meanwhile, employees who can commit to this study would be included.

The instrument for data collection

The turnover intention questionnaire measured the employee's desire to leave work. This questionnaire consists of 10 question items. A Likert scale is used, which consists of 1 strong disagree; 2=disagree; 3=agree; 4 = totally agree. This questionnaire goes through validity and reliability tests with Cronbach alpha values >0.6

The role ambiguity questionnaire measures the clarity of employees' roles in carrying out work. This questionnaire consists of 11 question items. A Likert scale is used, which consists of 1 strong disagree; 2=disagree; 3=agree; 4 = totally agree. This questionnaire goes through validity and reliability tests with Cronbach alpha values >0.6

The workload questionnaire measures how much the employee's workload is. This questionnaire consists of 9 question items. A Likert scale is used, which consists of 1 strong disagree; 2=disagree; 3=agree; 4 = totally agree. This questionnaire goes through validity and reliability tests with Cronbach alpha values >0.6

A work motivation questionnaire measures employee motivation to survive in an organization. This questionnaire consists of 10 question items. A Likert scale is used, which consists of 1 strong disagree; 2=disagree; 3=agree; 4 = totally agree. This questionnaire goes through validity and reliability tests with Cronbach alpha values >0.6

Data collection process

Researchers carried out the data collection process in stages according to the timeline that had been compiled. Respondents were asked to fill out a questionnaire after agreeing to become respondents. Respondents willing to participate in this study should sign the informed consent. Questionnaires tested

for validity and reliability are used to measure the research variables.

Data analysis

A descriptive test is used to describe the characteristics of the respondents and the dependent and independent variables.

A regression test analyzes the association between the dependent and independent variables. The F test is used to determine whether the independent variables are Role Ambiguity (X1), Workload (X2), and Work Motivation (X3) simultaneously. The T-test partially influences the independent variables (X) on the dependent variable (Y). The confidence level used is $\alpha = 5\%$

RESULT

Characteristic of Respondent

Table 1 describes the characteristic of respondents. The results found that most of the respondents in this study were female (79.63%) with marital status (61.11%). More than half of them have aged between 20 to 30 years old (51.85%). Regarding the working duration, almost half of them have been working within 1 to 3 years (45.37%). About 36% have worked within 3-5 years (33.33%). Most graduated from high school level (37.04%) and diploma level (37.94%). Concerning professions, they have a variety of occupations. Details of information can be seen in Table 1.

No	Characteristic	F	%
1	Gender		
	- Men	22	20.3
	- Women	86	79.63
2	Marital status	66	61.11
	- Married	42	38.89
	- No Married		
3	Aged		
	- 20 to 30 years	56	51.85
	- 31 to 40 years	30	27.78
	- 41 to 50 years	22	20.37
4	Years of working		
	- 1 to 3 years	49	45.37
	- 3 to 5 years	36	33.33
	- 5 to 10 years	22	21.30
5	Education		

6	- High school	40	37.04
	- Diploma	41	37.96
	- Bachelor	26	24.07
	- Master	1	0.93
	Position		
	- Medical doctor	6	5.56
- Nurse	16	14.81	

Result of ANOVA Testing

Table 2 explains the association between role ambiguity, workload, and motivation with turnover intention. The result found that the F score was 96.376 with a p-value was .000. It was indicated that there are significant associations between role ambiguity, workload, and motivation with turnover intention simultaneously.

Table 2. Result of ANOVA Testing

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1278.928	3	426.309	96.3	.000 ^b
Residual	460.035	104	4.423	76	
Total	173.963	107			

Dependent Variable: Turnover Intention

Predictors: (Constant), Working motivation, workload, role ambiguity

Analysis of regression

This study's T-test was used to partially examine the association between the dependent and independent variables. The result found that only working motivation is significantly associated with turnover intention, with a t score of -12.614 and a p-value <.005. Role ambiguity and workload were not significantly associated with turnover intention, with a p-value >.05.

Table 3. Analysis of regression

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	45.349	3.928		11.545	.000
Role Ambiguity	-.077	.125	-.040	-.618	.538
Workload	.087	.133	.042	.650	.517
Working motivation	-.870	.069	-.811	-12.614	.000

Dependent Variable: Turnover Intention

Coefficient Determination Result

Coefficient determination results found that R Square was 0.735. It was indicated that role ambiguity, workload, and working motivation contribute to 74% of turnover intention. About 26% were affected by other factors.

Table 4. Coefficient Determination Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.858 ^a	.735	.728	2.103

DISCUSSION

The study results in show that role ambiguity, workload, and work motivation simultaneously affect the turnover intention of employees at Mother and Child Vitalaya Hospital. It was indicated that these factors significantly increase employees' desire to leave the hospital to find another job. This is because some employees feel there needs to be more clarity in their tasks, which often overlap with other employees' duties or those of other units.

It was consistent with a previous study that mentioned that role clarity was associated with turnover intention appears and mediated through employees' perceived service quality (13). Another study also explained how the role ambiguity enhances turnover intentions, but this effect diminishes at higher levels of innovation propensity, goodwill trust, and procedural justice (14)

The workload factor is the second factor that increases turnover intention. However, in this study, it was found that there was no relationship between employee workload and turnover intention. This is because this hospital's employees' workload is following their portion. Thus this factor does not show a significant association with turnover intention. It was supported by a previous study that showed that Workload and Leadership on Turnover Intention through the Job Satisfaction variable did not have a significant effect (15).

It was inconsistent with a previous study explaining that workload and job satisfaction positively relate to harassment. At the same time, harassment directly affects turnover intention (16). A previous study also mentioned workload did not significantly influence turnover intention. Thereby, It provides new insight to a company that workload is not a significant factor in employees deciding to leave the organization (17)

However, another study was contradictive to this study, mentioning that workload has a significant effect on turnover intention but not on job satisfaction (18)

Conclusion

Role ambiguity, workload, and work motivation simultaneously affect the turnover intention at the Mother and Child of Vitalaya Hospital. However, partially, only work motivation is related to turnover intention. Meanwhile, role ambiguity and workload are not related to turnover intention.

Implication

The implications that could be given in this study are based on the research results, namely, in increasing work motivation, it is necessary to make adjustments between rewards, salaries, benefits, and clarity of career path with the conditions of employee workload. Management needs to pay attention to employee welfare by adjusting the hospital's capabilities. In addition, hospital management also needs to improve the work environment, organizational policies, harmonious relations between employees, and recognition for the work of employees.

DAFTAR PUSTAKA

- (1) Alotaibi M. Voluntary turnover among nurses working in Kuwaiti hospitals. *J Nurs Manag.* 2008;16(3):237-45
- (2) Duffield CM, Roche MA, Homer C, Buchan J, Dimitrelis S. A

- comparative review of nurse turnover rates and costs across countries. *J Adv Nurs.* 2014;70(12):2703-12
- (3) Roche MA, Duffield CM, Homer C, Buchan J, Dimitrelis S. The rate and cost of nurse turnover in Australia. *Collegian.* 2015;22(4):353-8
- (4) Ghani B, Zada M, Memon KR, Ullah R, Khattak A, Han H, Ariza-Montes A, Araya-Castillo L. Challenges and Strategies for Employee Retention in the Hospitality Industry: A Review. *Sustainability.* 2022; 14(5):2885. <https://doi.org/10.3390/su14052885>
- (5) Alblihed M, Alzghaibi HA. The Impact of Job Stress, Role Ambiguity and Work-Life Imbalance on Turnover Intention during COVID-19: A Case Study of Frontline Health Workers in Saudi Arabia. *Int J Environ Res Public Health.* 2022 Oct 12;19(20):13132. doi: 10.3390/ijerph192013132
- (6) Sadeghniaat-Haghighi K, Yazdi Z. Fatigue management in the workplace. *Ind Psychiatry J.* 2015 Jan-Jun;24(1):12-7. doi: 10.4103/0972-6748.160915
- (7) Chen G, Tang Y, Su Y. The Effect of Perceived Over-Qualification on Turnover Intention From a Cognition Perspective. *Front Psychol.* 2021 October 15th;12:699715. doi: 10.3389/fps.2021.699715
- (8) Manas MA, Diazz-Funez P, Pecino V, Lopez-Liria R, Padilla D, Aguilar-Parra JM. Consequences of team job demand: Role ambiguity climate, affective engagement, and extra-role performance. *Front.*

- Psychol. 8:2292. doi
10.3389/fps.2017.02292
- (9) Ebbers JJ, Wijnberg NM. Betwixt and between Role conflict, role ambiguity, and role definition in project-based dual-leadership structures. *Hum Relat.* 2017 Nov;70(11):1342-1365. doi: 10.1177/0018726717692852
- (10) Macdonald W. The impact of job demands and workload on stress and fatigue. *Australian Psychologist.* 2003; 38(2): 102-117
- (11) Bhui K, Dinos S, Galant-Miecznikowska M, de Jongh B, Stansfeld S. Perceptions of work stress causes and effective interventions in employees working in public, private and non-governmental organizations: a qualitative study. *BJPsych Bull.* 2016 Dec;40(6):318-325. doi: 10.1192/pb.bp.115.050823
- (12) Qureshi MI, Jamil RA, Iftikhar M, Arif S. Job stress, workload, environment, and employees turnover intentions: Destiny or choice. *Archives Des Sciences.* 2012; 65 (8)
- (13) Slatten T, Goran S, Svavi S. Service quality and turnover intention as perceived by employees: Antecedents and consequences. *Personnel Review.* 2011; 40(2): 205-221.
- (14) Clercq DD, Belausteguigoitia I. Reducing the harmful effect of role ambiguity on turnover intentions: The roles of innovation propensity, goodwill trust, and procedural justice. *Personnel review.* 2017; 46(6): 00-00.
- (15) Islamy KA, Damayanti E, Tridayanti H, Putra BA. Effect of workload and leadership on the turnover intention with job satisfaction as a mediation variable on employees of PT World Innovative Telecommunications. *International Journal of Integrated Education, Engineering Business.* 2021; 4(2): 97-108
- (16) Abbas Z, Ansari J, Gulzar S, Zameer U, Hussain K. The role of workload, nepotism, job satisfaction, and organizational politics on turnover intention: A conservation of resources perspective. *Organizacija.* 2021; 54: 238-251
- (17) Anggraini AD, Irawati S, Arifiani RS. The effect of workload on turnover intention mediated by job satisfaction on employees of PT PLN (Persero) Malang. *Jurnal Manajemen Bisnis dan Kewirausahaan.* 2022; 02(03): 218-225
- (18) Wibowo A, Setiawan M, Yuniarinto A. The effect of workloads on the turnover intention with work stress as medication and social support as mediated variables. *Jurnal aplikasi manajemen.* 2021; 19(2): 404-412