

## BURNOUT AND TURNOVER INTENTION IN RELATION TO THE JOB PERFORMANCE OF NURSES OF DAVAO DE ORO PROVINCIAL HOSPITAL- MONTEVISTA

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### ABSTRACT

This study determined the influence of burnout and turnover intention on the job performance of nurses. The descriptive- correlation design was utilized in this study. Data were gathered through survey questionnaire from 86 nurses in selected hospitals. Mean was employed in analyzing the level of burnout, level of turnover intention, and level of job performance. Pearson-product moment correlation was used to analyze the relationships that exist between the variables. Further, the multiple regression analysis was used to measure the influence of burnout and turnover intention on job performance of nurses. The results show that the levels of burnout, turnover intention and job performance are high among of nurses. Meanwhile, The burnout ( $r=.476$ ,  $p<.05$ ) and turnover intention ( $r=.056$ ,  $p<.05$ ) have significant relationship with the job performance. Lastly, the results of correlation analysis indicate that burnout and turnover intention were found to be have significant relationship of Job performance. The burnout have significant direct effect on the job performance of nurses ( $r=.164$ ,  $p<.05$ ).

**Keywords:** *Burnout, Turnover Intention, Job Performance, Nurses, Davao de Oro*

### INTRODUCTION

Job performance is essential for the success of an organization. However, the effectiveness of employees, particularly nurses, is threatened by the challenges posed by the changing landscape of healthcare, various roles, job expectations, and heavy workload (Broetje et al., 2020). In the United States, approximately 50% of nurse's workers having poor job performance exposed to and typically quit their jobs(Nantsupawat et al., 2017).Furthermore, a study conducted by Carlsten et al. (2021) on 30,000 medical institution workers worldwide found that between 28 and 56 percent of these workers wanted to quit their jobs due to the demanding nature of their jobs due to poor job performance. In addition, a 2017 World Health Organization (WHO) report found that there were notable annual increases in the relatively high levels of burnout experienced by nurses, putting medical workers at risk of quitting their jobs globally and indicating a diminished ability to give a strong commitment to their jobs.

Hospitals in the Asia Pacific region are resolute in their obligation to provide high-quality healthcare services. However, because health care workers' job performance is declining, hospitals in the Philippines are facing actual job performance issues (Knöös 2017). Similarly, Skoulidis et al., (2021) found that burnout among healthcare workers increases to a risk level, which impairs their ability to do their jobs well at a chosen hospital in the Philippines.

Both studies emphasize that hospitals' job performance problems have increased as a result of burnout and turnover intention of healthcare workers. Nonetheless, both recognized that job performance may play a critical role in the healthcare organization, which may result in effects in both patients and healthcare workers.

Burnout and intention to leave the workplace are two of the factors identified as predictors of job performance. Doyen et al. (2020) discovered a strong and positive correlation between job performance and burnout. Furthermore, Morrow et al. (2014) discovered strong positive relationships between turnover intention and job performance. Many studies in the field of industrial psychology have sought to determine the factors that influence healthcare workers' burnout and job performance. Nonetheless, knowledge remained limited regarding the characteristics and dynamics of variables relevant to healthcare workers' performance.

Although predictors such as burnout (Shoman et al., 2021) and turnover intention (Testa et al., 2020) have been identified as important antecedents, the majority of these studies have focused on the individual association of the predictors with job performance. To date, there has been less research into the combined influence of burnout and turnover intention on nurse job performance. Furthermore, it is unusual in the literature for the study group to focus on nurses, who are an important component of the health care productivity system. With this scenario, there is a need to conduct a study on the interrelationship of factors such as burnout and turnover intention and their impact on job performance, as well as to determine which factor best predicts job performance for nurses. As a result, hospitals can use the model to develop policies and guidelines that will improve job performance and hospital safety outcomes.

### **Statement of the Problem**

This study determined the influence of burnout and turnover intention on the job performance of Nurses of Davao De Oro Provincial Hospital- Montevista. More specifically, this will answer the following questions:

1. What is the level of burnout of Nurses in terms of;
  - 1.1 Personal Burnout
  - 1.2 Work Burnout
  - 1.3 Client Burnout?
2. What is the level of turnover intention of Nurses?

3. What is the level of job performance of Nurses?
4. Is there a significant relationship between
  - 4.1 Burnout and Job Performance
  - 4.2 Turnover intention and Job Performance

## **FRAMEWORK**

This study is based on Bakker and Demerouti's (2007) JD-R model theory in the link between burnout and turnover intention, as well as the relationship between job performance (Campbell et al. 1990). This theory states that burnout occurs when job demands exceed job resources. Workload, time constraints, and emotional demands are examples of job demands, whereas job resources include coworker support, autonomy, and opportunities for growth. Individuals who face high demands without adequate resources are more likely to experience burnout (Salmela-Aro, 2018).

Homans' Social Exchange Theory (1950) explains burnout through the lens of social relationships in the workplace. When employees believe they are not receiving adequate support or recognition from their coworkers or supervisors, they may become emotionally exhausted and disengaged, leading to burnout. Accordingly, individuals experiencing burnout may struggle to complete tasks efficiently and effectively, resulting in a decrease in overall productivity (Amer et al., 2022).

Another theory is March and Simon's Mobility-Motive Theory (1950s), which states that people are motivated to leave their current jobs and seek new opportunities when they believe the benefits of leaving outweigh the costs of staying. Employee decisions to stay or leave an organization are influenced by a variety of factors, including job satisfaction, organizational commitment, perceived job alternatives, and personal factors such as career goals and financial needs (Ghosh et al., 2021). Employees' level of job satisfaction is an important factor in determining their intention to leave their current job. Individuals who are dissatisfied with aspects of their job, such as pay, workload, or relationships with coworkers, may be more likely to consider seeking alternative employment opportunities.

Goal- Locke and Latham's (1960) Setting Theory states that setting specific goals gives employees clear direction and a target to aim for. Individuals who understand exactly what is expected of them and what they must accomplish are more likely to direct their efforts and resources toward achieving those goals. Furthermore, the theory emphasizes the importance of setting goals that are both challenging and attainable. Challenging goals motivate people to work harder, plan more strategically, and solve more problems in order to achieve them. However, overly difficult or unrealistic goals can lead to frustration

and decreased motivation. Employees can be highly motivated by goals that stretch their abilities and push them outside of their comfort zones. Challenging goals generate enthusiasm and drive, encouraging employees to give their all and strive for excellence in their work (Reeve 2018). Furthermore, achieving difficult goals can create a sense of accomplishment and pride, which can boost motivation and engagement.

## **METHOD**

### **Research Design**

This study utilized the descriptive-correlational research design. Descriptive research design is used to obtain information concerning the current status of the phenomena to describe (Shuttleworth, 2008). Moreover, it is a fact-finding study that allowed the researcher to examine characteristics, behaviors, and experiences of study participants (Calmorin, 2007). Furthermore, the correlational design is used to identify the strength and nature of association between two or more variables (Creswell, 2003).

In the study, it will determine the levels of burnout, turnover intention, and job performance of nurses. Moreover, the relationship of these variables will be further investigated.

### **Research Respondents**

The Nurses in Davao De Oro Provincial Hospital- Montevista were the respondents of this study who are directly involved in, treating, and caring for patients. 94 nurses will be the total population and only 76 nurses are needed as minimum respondents according to RAOSOFT calculator. The simple random sampling technique will be employed in selecting the respondents. Simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Data is then collected from as large a percentage as possible of this random subset. Simple Random Sampling is the "simplest and most common method of selecting a sample, in which the sample is selected unit by unit, with equal probability of selection for each unit at each draw" (Singh, 2003, p. 71). Simple random sampling is a sampling method that ensures that each member of a population has an equal chance of being chosen as a respondent (Thomas, 2020). For specific findings in social science research investigations, this strategy is used.

### **Research Instrument**

The study utilized test questionnaires adapted from different studies. The instrument is divided into three parts that include burnout, turnover intention and job performance.

**Burnout Inventory.** The inventory is adopted from Copenhagen Burnout Inventory developed by Borritz and Kristensen (2004). The instrument is divided in to three subscales namely: Personal Burnout, Client Burnout and Work Burnout. The three subscales have higher reliability estimates with a Cronbach's alpha of 0.87 for Personal Burnout, 0.87 Work Burnout, and 0.85 for Client Burnout.

**Turnover intention.** This questionnaire is adapted from Camman, Fichman, Jenkins, & Klesh, 1979 The tool is a 10-item construct from 5-Strongly Agree to 1- Strongly disagree. The scale has higher internal consistency of items with Cronbach's alpha value of .87.

**Job Performance Questionnaire.** This questionnaire is adopted from Williams and Anderson in 1991. The tool is a 10 -item construct from 5-Always to 1- Never. The Cronbach's alpha values of the two indicators have better reliability with greater than .70 Cronbach's alpha coefficient for both task performance and contextual performance subscales.

### **Statistical Tools**

The following statistical tools was used in the study:

**Mean and Standard Deviation** was used to determine the levels of burnout and turnover intention.

**Pearson Product Moment Correlation** was utilized to determine the relationships of burnout and turnover intention.

## **RESULTS AND DISCUSSION**

### **Level of Burnout**

Table 1 shows the level of burnout of nurses in Davao de Oro Provincial Hospital- Montevista. The Burnout contains three indicators, namely personal burnout, work burnout and client burnout. It garnered an overall mean of 2.90 and a standard deviation of .669 The SD results ranges from .743-.916 which denotes that the respondent's answers are not so dispersed from one another.

**Table 1**  
**Level of Personal Burnout**

<b>Burnout Items</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
<b>PERSONAL BURNOUT</b>			
How often do you feel tired	3.58	.743	High

How often are you physically exhausted	3.41	.757	High
How often are you emotionally exhausted	3.15	.660	Moderate
How often do you think: I can't take it anymore	2.65	.917	Moderate
How often do you feel worn out	3.02	.894	Moderate
How often do you feel weak and susceptible to illness	2.80	.823	Moderate
<b>Category Mean</b>	<b>3.09</b>	<b>.625</b>	<b>Moderate</b>
<b><i>Work Burnout</i></b>			
Is your work emotionally exhausting?	3.22	.873	Moderate
Do you feel burnout because of your work?	3.07	.878	Moderate
Does your work frustrate you?	2.65	1.038	Moderate
Do you feel worn out at the end of the working day?	3.07	.837	Moderate
Are you exhausted in the morning at the thought of another day at work?	2.90	.921	Moderate
Do you feel that every working hour is tiring for you?	2.71	.931	Moderate
Do you have less energy for family and friends during leisure time?	2.87	.865	Moderate
<b>Category Mean</b>	<b>2.94</b>	<b>.741</b>	<b>Moderate</b>
<b><i>Client Burnout</i></b>			
Do you find It hard to work with Client?	2.59	.757	Moderate
Do you find it frustrating to work with Client?	2.52	.808	Moderate
Does it drain your energy to work with s Client?	2.69	.858	Moderate
Do you feel that you give more than you get back when you work with Client?	2.77	.890	Moderate
Do you feel tired working with Client?	2.63	.868	Moderate
Do you sometimes wonder how long you will be able to continue working with Client?	2.77	.916	Moderate
<b>Category Mean</b>	<b>2.64</b>	<b>.718</b>	<b>Moderate</b>
<b>Over all Mean</b>	<b>2.90</b>	<b>.669</b>	<b>Moderate</b>

In terms of personal burnout, Nurses exhibits the highest mean in *often feeling tired* with the mean of 3.58 which described as high. Meanwhile, the lowest indicated in the aspect of *often thinking that I can't take it anymore* with a mean of 2.65 described as moderate. The category mean is 3.09 which is likewise described as moderate.

This indicates that there are sporadic instances of personal burnout among the staff. This lends credence to the findings of the Geiger-Brown et al. (2012) study, which found that high job demands, shift work, and individual long work hours all contribute to fatigue. Similarly, Scott et al. (2017) looked into the factors that influence nurse fatigue and found that inadequate staffing, workload, and sleep disturbances are major causes. Moreover, McHugh et al. (2011) concluded that inadequate staffing is linked to increased fatigue and burnout among nurses.

In the category of work burnout, the results show that the nurses exhibit a highest mean in *working emotionally exhausted* with the mean of 3.22 described as moderate. On the other hand, the lowest mean is 2.65 described also as moderate in terms of *does my work frustrate me*. The category mean is 2.94 which described as moderate. This means that the employees occasionally exhibit work burnout.

This supports the Study of Maslach and Leiter's (2016) study, which found that emotional exhaustion in nurses is a result of high job demands, little job control, and insufficient resources. This conform the study of Adriaenssens et al. (2015) that lack of support, workload, and interpersonal conflicts are the main causes of emotional exhaustion in nurses. These results highlight how complex emotional exhaustion is in nursing and how crucial it is to address organizational issues in order to lessen its effect.

In the Client burnout, the highest mean is feeling *that I give more than I get back when I work with Client* and *I sometimes wonder how long I will be able to continue working with Client* having the same mean of 2.77 described as moderate. The lowest mean is 2.52 still described as moderate in the aspects of *finding it frustrating to work with my Client* Nevertheless; the category mean is 2.64 which is described as moderate. This indicates that the employees occasionally exhibit burnout in terms of client burnout. This further suggests that the employees manage pressure in handling their client in the hospital. This supports Halter et al. (2017)'s finding that nurses frequently experience emotional exhaustion and frustration as a result of the demands of caring for patients. This suggests that nurses may perceive an imbalance between the effort they expend and the rewards they get from their interactions with clients. Furthermore, van Bogaert et al. (2014) found that supportive relationships aid in the reduction of burnout and promotion of job satisfaction among nurses. These findings are consistent with Gleichgerricht et al. (2013), who found that prolonged exposure to the suffering of others can lead to emotional exhaustion and decreased empathy, which may contribute to feelings of frustration and dissatisfaction in client interactions.

Meanwhile, the overall mean is 2.90, which can be considered moderate. This means that nurses occasionally experience burnout. This finding is

consistent with Embriaco et al.'s (2020) study, which found that burnout can cause emotional exhaustion, depersonalization, and decreased personal accomplishment, all of which have a negative impact on nurses' well-being and organizational outcomes

### **Level of Turnover Intention**

Table 2 shows the level of turnover intention of Nurses. The Turnover intentions contain 10 items that emphasize on the likelihood of an employee to leave their current job position within an organization. The overall mean is 2.94 while its standard deviation is .757 which ranges from 1.50-.910 which denotes that respondent's answers are closer to one another.

**Table 2**  
**Level of Turnover Intention**

<b>Turnover Intention Items</b>	<b>Mean</b>	<b>SD</b>	<b>Description</b>
I have considered leaving my job.	2.38	1.150	Moderate
My current job is satisfying my personal needs	3.55	.916	<b>High</b>
I am frustrated when not given the opportunity at work to achieve my personal work-related goals	2.78	.860	Moderate
I dream about getting another job that will better suit my personal needs.	2.92	1.170	Moderate
I will accept another job at the same compensation level.	2.67	1.183	Moderate
I look forward to another day at work.	3.57	.989	High
I feel that I have too few options to consider leaving this organization	2.71	.981	Moderate
If I had not ready put so much of myself into this organization, I might consider working elsewhere.	2.79	1.064	Moderate
One of the few negative consequences of leaving this organization would be scarcity of available alternatives	2.91	.928	Moderate
Even if it were to my advantage, I do not feel it would be right to leave my organization now	3.14	.910	Moderate
<b>OVERALL MEAN</b>	<b>2.94</b>	<b>.757</b>	Moderate



In terms of turnover intention, it shows the highest mean in the aspect of *I look forward to another day at work* with a mean of 3.57 which described as high. Thus, the lowest mean is 2.38 *in the aspect of I have considered leaving my job*. Meanwhile the category mean of management commitment is 2.94 described as moderate. This means that employee turnover intention is occasionally evident in Hospital.

This result coincides with previous studies that has highlighted the importance of job satisfaction in reducing turnover intentions (Robbins, 2019). Employees who have a positive outlook on their work are less likely to consider leaving, which reduces turnover. Furthermore, Lee and Brand (2020) found that job satisfaction may not be sufficient to reduce turnover intentions because other factors such as organizational commitment and perceived alternatives play important roles. Lastly, this finding is consistent with Meyer and Allen's (2017) research, which argued that organizational commitment, including management commitment, is critical in reducing turnover intention. A lack of perceived commitment from management may lead to employees feeling undervalued or unappreciated, increasing their likelihood of leaving their job.

### **Level of Job performance**

The table 3 presents the result of level of job performance of employees among nurses in Davao de Oro. There are 10 items which explains the level of effectiveness and efficiency with which an individual carries out their duties and responsibilities within an organization.

**Table 3**  
**Level of Job Performance**

<b>Job Performance Items</b>	<b>Mean</b>	<b>Std. Deviation</b>	<b>Description</b>
I managed to plan my work so that I finished it on time.	4.13	.905	High
I kept in mind the work result I needed to achieve.	4.14	.828	High
I was able to set priorities.	4.20	.809	High
I was able to carry out my work efficiently.	3.95	.766	High
On my own initiative, I started new task when my old tasks were completed.	3.97	.804	High
I continually sought new challenges in my work.	3.83	.800	High
I actively participated in meetings and/or consultations.	3.88	.900	High
I focused on the negative	2.42	1.111	Low

aspects of situation at work instead of the positive aspects.			
I talked to people outside the organization about the negative aspects of my work.	2.38	1.118	Low
I worked on keeping my work skills up-to-date.	3.70	.921	High
<b>Overall Mean</b>	<b>3.67</b>	<b>.603</b>	<b>High</b>

The overall mean is 3.65 while the standard deviation is .603 which ranges from .905- .921. This denotes that the respondent's response is all clustered to the mean. In particular, Job performance shows a very high mean of 4.20 described as high in the aspect of *was able to set priorities*. On the other hand, the lowest mean is 2.38 also described as low in the aspect of *I talked to people outside the organization about the negative aspects of my work*. The category mean is 3.67, which is considered high. This implies that job performance is frequently observed among nurses. This implies that task performance comprises behaviors that directly or indirectly benefit the organization's technical core, whereas contextual performance refers to behaviors that support the organizational, social, and psychological environment in which the technical core must function. This finding aligns with previous study of Spector (2019) that emphasized on the importance of job performance in the nursing profession. furthermore, the frequency of observed job performance among nurses is also influenced by organizational factors such as staffing levels, training and development programs, managerial support, and working conditions (Kramer &Schmalenberg, 2020). Organizations that prioritize these factors are more likely to foster an excellence culture and encourage nurses to perform well on the job. Moreover, the study of Aiken et al., (2012) explain that nurses who are motivated to excel in their roles, possess necessary competencies, and are committed to their profession are more likely to demonstrate consistent and high levels of job performance.

## **Relationship of Burnout and Turnover intention with the Job Performance of Nurses**

The table 4 presents the result of correlations of Burnout, Turnover intention and Job Performance.

**Table 4**  
**Relationship between Variables**

<b>INDEPENDENT VARIABLES</b>	<b>JOB PERFORMANCE</b>		
	<b>R</b>	<b>p-value</b>	<b>Remarks</b>
BURNOUT	-.056	.000	Significant
TURNOVER INTENTION	.476	.000	Significant

In particular, there is a significant relationship between Burnout and job performance ( $r=.556$ ,  $p<.05$ ). The negative correlation coefficient suggests that there is a directly proportional relationship between the two variables. In other words, this finding denotes that the increase in burnout would also likely decrease the job performance of nurses. This finding supports the study of Makhdoom et al., (2022) that burnout is negatively associated with job performance. Moreover, Spanuth (2022) emphasizes that burnout is directly associated with the job performance of the employees in every organization.

Similarly, there is a significant and positive relationship between turnover intention and job performance of nurses ( $r=.476$ ,  $p<.05$ ). This result suggests that the increase in turnover intention would also likely decrease the work performance of nurses. This result conforms to Hartono (2017) who reported that turnover intention has an association with the work performance of employees. He further explains that employees with high turnover intentions may reduce their effort and commitment to tasks, leading to a decline in performance.

## **CONCLUSIONS**

Based on the findings, the following conclusions were drawn

1. Nurses experienced moderate levels of burnout. The indicators are also moderate in the areas of personal burnout, work burnout, and client burnout. Participants observed that healthcare organizations should assess and improve their work environments to reduce stressors that contribute to burnout.

2. The employees have moderate level of turnover intention. More specifically, the nurses exhibit moderate level in terms job satisfaction, organizational commitment and work balance. The participants observed that to strengthen this commitment, organizations should foster a sense of belonging and purpose through initiatives such as involving nurses in decision-making processes, providing clear career advancement paths, and consistently communicating the organization's mission and values.
3. The level of job performance of nurses is high in terms of set priorities in the job and keeping in mind the work result I needed to achieve. The participants believed that to maintain high job performance, it is essential to provide continuous support and resources.
4. There is a significant relationship between burnout, turnover intention, and job performance of nurses. Further, Burnout negatively impacts job performance, indicating a need for strategies to reduce stress and fatigue among nurses.

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