

The Influence of High Performance Work System, Burnout on Intention to Leave with Mentoring as a Moderating Variable

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Abstract

Introduction: The Covid-2019 pandemic has had a negative impact on burnout and at the same time employee job satisfaction has become a benchmark for intentions to leave. Challenges in human resource management for health workers are experiencing very rapid changes which result in demand for nursing staff, community socio-economic conditions, declining family health status, and increasing public awareness. HPWS as a tool for identifying employee productivity with comprehensive training/mentoring contributes to new performance challenges. Fatigue and stopping work is a threat to companies. The aim of this research is to analyze the role of HPWS on intention to leave (ITL) with mentoring as a moderator and burnout as a mediator.

Method : Quantitative research method with survey method using primary data in the form of questionnaires distributed to health workers who handle Covid-19 at private hospitals in Kab. Ponorogo. The sampling technique used simple random sampling with a sample size of 162 people. Hypothesis testing using Structural Equation Modeling (SEM)-PLS analysis with WarpPLS 7.0.

Results : The research results show that HPWS has an influence on burnout and through mentoring moderation, HPWS has an influence on intention to leave, job satisfaction influences ITL with a significant difference ($p < 0.05$).

Conclusion : These findings aim to determine the effect of HPWS on burnout, job satisfaction, Intention to Leave through mentoring before burnout occurs and after burnout occurs. These findings can help identify the influence of HPWS on intention to leave.

Keywords: High Performance Work System, Burnout, Intention to Leave, Mentoring, job satisfaction

1. Introduction

According to (Dorta-Afonso et al., 2023), the COVID-19 pandemic of 2019 had an adverse influence on employees' job satisfaction and burnout. Job satisfaction is a crucial component that affects commitment, effectiveness, and performance. The industry's competitors are still expanding quickly, and a number of obstacles might cause a firm to fail (Maulidina & Frianto, 2021). The long-term need for nursing personnel, the community's economic condition, and growing public awareness all point to a change in the function of nurses in the hospital industry or other health services during the past three decades (Stewart et al., 2023). The organization's human resources are essential to its continued existence and efficiency (Söyük & Gün, 2021).

Due to the crucial role that employees play in the success of an organization, companies frequently fall short of meeting their needs, which results in low levels of job satisfaction and significant issues with talent retention and job stress (Dorta-Afonso et al., 2023). Activities inside the organization are mostly carried out

by the human resources department. In order to inspire, motivate, and boost employee morale in order to meet corporate goals, the majority of firms have used HR procedures including recruiting and selection, training, and development (Jyoti & Rani, 2018). According to Maulidina and Frianto (2021) the High Performance Work System (HPWS) is a technique that may be used to boost employee productivity, ability, and motivation (Maulidina & Frianto, 2021). The HPWS approach encompasses various practices, including stringent recruitment and selection procedures, collaborative decision-making, extensive training, employee share ownership schemes, performance evaluations that prioritize teamwork and results, and profit-sharing initiatives (Yun et al., 2022). Additionally, the approach involves opportunity-enhancing measures, such as employee engagement and teamwork, which contribute to the creation of long-term competitive advantages for organizations (Jyoti & Rani, 2018). According to (Maulidina & Frianto, 2021) the High Performance Work System (HPWS) is a technique that may be used to boost employee productivity, ability, and motivation. The HPWS approach encompasses various practices, including stringent recruitment and selection procedures, collaborative decision-making, extensive training, employee share ownership schemes, performance evaluations that prioritize teamwork and results, and profit-sharing initiatives (Yun et al., 2022). Additionally, the approach involves opportunity-enhancing measures, such as employee engagement and teamwork, which contribute to the creation of long-term competitive advantages for organizations (Jyoti & Rani, 2018).

Employee gains from improved high-performance work systems (HPWS) and creative work practices can outweigh those from decreased HPWS intensity. Hospital staff who are overworked and undersupported by their employers lose valuable employee assets including time, energy, and sentiment. This leads to increasing exhaustion and the desire to resign (Waqar et al., 2023).

Employee resources are increased to assist them handle new job performance obstacles, which leads to employee well-being, according to other study results that target human resource management (particularly training, development, and coaching). By demonstrating that leadership participation promotes successful HRM implementation and directly affects employee performance, this study adds to the body of literature (Agarwal, 2021). According to research by (Stewart et al., 2023) nurses receiving long-term care are more likely to burn out, which can negatively affect their mental health and general wellbeing. Long-term fatigue and stress among nurses are associated with dissatisfaction with services. A number of things, including expectations at work and work-family conflict, have an impact on mental health. The inclination to quit employment is correlated with the psychological strain that healthcare professionals suffer. Exposure to workplace harassment, such as bullying, exacerbates pressures already experienced by nursing staff, who are often more affected than other healthcare professionals in the industry.

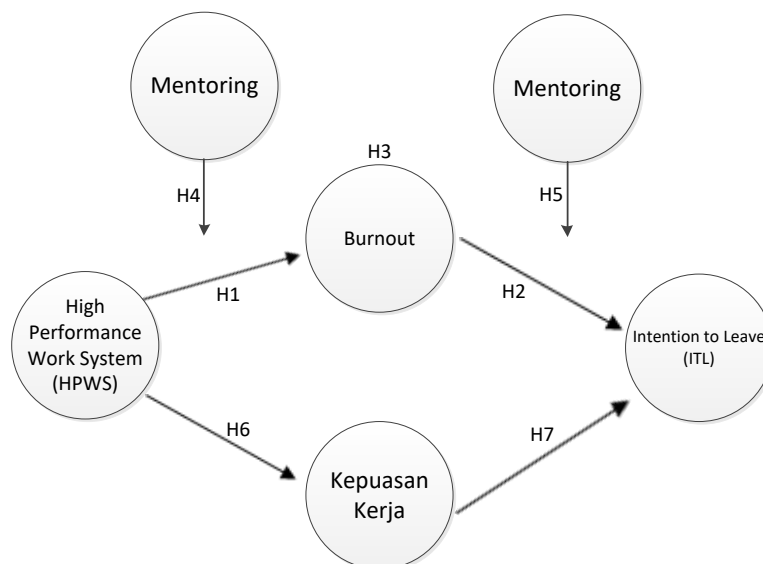
This study was inspired by the primary journal, Jyoti & Rani (2018), which suggests examining HPWS in the public sector. Examples of this kind of research include comparing the public and private sectors and expanding a study that was initially focused on the telecommunications industry to include the insurance, banking, health, and education sectors. The subsequent researcher added a variable to the model, which was derived from the second journal (Kloutsiniotis & Mihail, 2017). This variable was taken from the first journal and kept continuous with it since the two journals that were taken had the High Performance Work System variable as an independent variable, the mentoring variable as a moderating variable, the job satisfaction and burnout variables as a mediating variable, and the intention to leave as a dependent variable. This reasoning leads to the conclusion that, despite HPWS's beneficial effect on job satisfaction, there is a chance that an employee will become burned out as a result of feeling compelled to perform in order to benefit the company. Thus, the following is the hypothesis for this study:

1. High Performance Work System (HPWS) and Burnout
2. Effect of Burnout on Intention To Leave (ITL)
3. Burnout mediates the influence of perceptions of a high performance work system on intention to

leave

4. The influence of a high performance work system with mentoring moderates the incidence of burnout on intention to leave
5. Mentoring moderates the relationship between burnout and Intention to Leave.
6. High Performance Work System has a positive effect on job satisfaction
7. The influence of job satisfaction on Intention to Leave.

Figure 1. Model Framework for the Influence of High Performance Work System, Burnout, Job Satisfaction on Intention to Leave with Mentoring as a Moderating Variable



2. Method

The kind of research that will be done is quantitative research using a survey method, which is a technique for studying specific populations and samples in which primary data is collected using instruments in a methodical and structured way with the goal of testing preconceived hypotheses. To address research concerns, one-shot or cross-sectional data—that is, data gathered at a specific point in time—is the sort of data employed. Both primary and secondary data are used in this study. By giving respondents questions about HPWS, Burnout, ITL, Mentoring, and Job Satisfaction, primary data was gathered. Health professionals working at private hospitals in Ponorogo Regency, including as doctors and nurses who handle COVID-19 cases, will get both paper and Google Form surveys.

Simple random sampling, a probability sampling strategy, is used in the sampling process. A maximum of 200 persons can be sampled, with 100 being the minimum. In order to prevent missing or non-returned questionnaires, sampling will be extended to a total of 162 medical staff members at RSU Aisyiyah Ponorogo.

Terdapat 5 kategori kuesioner yang yang mencakup kuesioner tentang HPWS, *Burnout*, Kepuasan kerja, *Intention to Leave*, dan kuesioner *mentoring*. Seluruh kuisisioner menggunakan skala likert. Detail kuisisioner faktor HPWS akan diukur dengan AMO (*Ability, Motivation, Opportunity*), faktor *Burnout* akan diukur menggunakan MBI (*Maslach Burnout Index*) dengan 3 Dimensi (*Emotional Exhaustion, Depersonalization, Personal Accomplishment*), kepuasan kerja diukur menggunakan MOAQ (*Michigan organizational Assessment Questionnaire*), kuesioner tentang ITL, kuesioner *mentoring* akan diukur dengan *Mentorship measure*. Data analysis used in this research used SEM.

3. Results

A. Inner Model Analysis

A structural or inner model evaluation is carried out which includes model fit and R2 tests. The model suitability results can be presented in Table 1 as follows.

Table. 1 Model Fit Indies

<i>Model fit and quality indices</i>	Indeks	p	Kriteria	Information
<i>Average Path Coefficients (APC)</i>	0,237	0,001	< 0,05	Accepted
<i>Average R-Squared (ARS)</i>	0,135	0,020	< 0,05	Accepted
<i>Average adjusted R-squared (AARS)</i>	0,124	0,027	< 0,05	Accepted
<i>Average Block Variance Inflation (AVIF)</i>	1,083	acceptable if ≤ 5 , ideally ≤ 3.3		Accepted
<i>Average full collinearity VIF (AFVIF)</i>	1,503	acceptable if ≤ 5 , ideally ≤ 3.3		Accepted
<i>Tenenhaus GoF (GoF)</i>	0,341	small $\geq 0,1$, medium $\geq 0,25$, large $\geq 0,36$		Medium
<i>Sympson's Paradox Ratio (SPR)</i>	1,000	$> 0,7$ dan idealnya 1		Accepted
<i>R-Squared Contribution Ratio (RSCR)</i>	1,000	nilai $\geq 0,9$ dan idealnya		Accepted
<i>Statistical Suppression Ratio (SSR)</i>	1,000	$> 0,7$		Accepted
<i>Nonlinear Bivariate Causality Direction Ratio (NLBCDR)</i>	1,000	$\geq 0,7$		Accepted

Based on table 1, the results of the inner model analysis are as follows:

- The Average Path Coefficients (APC) value has an index value of 0.273, with a p value < 0.001 or < 0.05 , this shows that the Average Path Coefficients (APC) value meets the criteria for fit indicators. The Average R-Squared (ARS) value has an index value of 0.135 with a p value of < 0.020 or < 0.05 so that the Average R-Square (ARS) value meets the criteria.
- The Average Adjusted R-Squared (AARS) value has an index value of 0.124 with a p value of < 0.027 or $p < 0.05$, so the Average Adjusted R-Squared (AARS) value meets the criteria.
- The Average Block Variance Inflation (AVIF) value has a value of 1.083 which is ≤ 3.3 , so the Average Block Variance Inflation (AVIF) value is the ideal value.
- The Average full Collinearity VIF (AFVIF) value has a value of 1.503 and ideally ≤ 3.3 , so the Average full Collinearity VIF (AFVIF) value is the ideal value.
- The Tenenhaus GoF (GoF) value has a value of 0.341 or ≥ 0.36 , so the value is in the medium category.
- Sympson's Paradox Ratio (SPR) has a value of 1,000 which is the ideal value.
- The R-Squared Contribution Ratio (RSCR) has a value of 1,000 which is the ideal value.
- The Statistical Suppression Ratio (SSR) has a value of 1,000, namely > 0.7 , so it meets the criteria.
- The Nonlinear Bivariate Causality Direction Ratio (NLBCDR) has a value of 1,000, namely > 0.7 , so it meets the criteria.

Based on the ten fit indices and p-value models, the results show that the data meets all the fit indicator criteria.

Table. 2 R-Squared Contribution

	HPWS	Burnout	Satisfaction	Mentoring *HPWS	Mentoring *Burnout
<i>Burnout</i>	0,268	-	-	0,131	-
Satisfaction	0,272	-	-	-	-
<i>Intention to Leave</i>	-	0,361	0,255	-	0,018

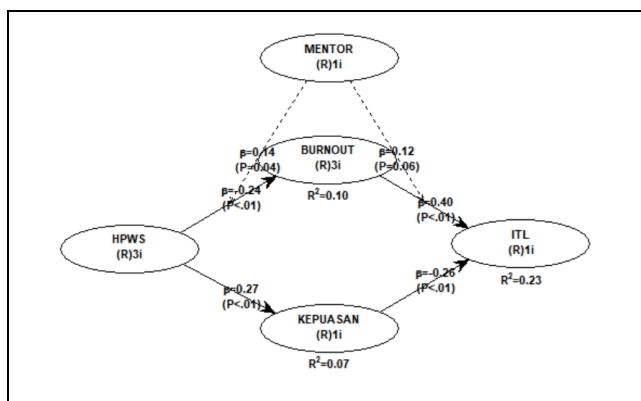
Based on Table 2, the effect of HPWS on burnout was categorized as weak ≤ 0.25 , with an R-Squared value of 0.268. The R-Squared value of 0.131 indicates that the impact of HPWS with mentorship as a mediator on customer satisfaction is weak ($= 0.25$). The effect of HPWS on satisfaction is categorized as moderate ≤ 0.45 , with an R-Squared value of 0.272. With an R-Squared value of 0.361, the impact of burnout on intention to leave was deemed moderate ≤ 0.45 . With an R-Squared value of 0.255, the relationship between satisfaction and desire to depart was deemed moderate ≤ 0.45 . Meanwhile, the effect

of burnout with mentoring as a mediator on intention to leave obtained an R-Squared value of 0.018 or classified as weak ≤ 0.25 .

A. Test the Research Hypothesis

The diagram of the results of analysis processing using WarpPLS 7.0 can be presented in Figure 2.

Gambar 2 Data Processing Result Diagram



Hypothesis testing on the path coefficient between variables is necessary to assess the structural link between variables. This is done by comparing the p-value, where $P < 0.05$ H_0 is accepted and $P \geq 0.05$ H_0 is rejected.

Hypothesis	Track	Coefficient	p	Information
H ₁	HPWS → Burnout	-0,237	0,000	Accepted
H ₂	Burnout → Intention to Leave	0,403	0,000	Accepted
H ₃	HPWS → Burnout → Intention to Leave	-0,165	0,016	Accepted
H ₄	HPWS*Mentoring → Burnout	-0,135	0,040	Accepted
H ₅	Burnout*Mentoring → Intention to Leave	0,120	0,061	Rejected
H ₆	HPWS → Satisfaction	0,269	0,000	Accepted
H ₇	Satisfaction → Intention to Leave	-0,257	0,000	Accepted

- The study findings indicated that the impact of HPWS on burnout had a coefficient value of -0.237, with a significance value of 0.000 ($p < 0.05$). Therefore, H1 was approved. This implies that burnout will decline as HPWS rises.
- H2 was acceptable based on the analysis findings, which showed that the impact of burnout on intention to quit had a coefficient value of 0.403 and a significant value of 0.000 ($p < 0.05$). This implies that the inclination to leave will rise along with burnout.
- The study findings indicated that H3 was accepted since the indirect impact of HPWS on desire to quit, which was mediated by burnout, had a coefficient value of -0.165 and a significance value of 0.000 ($p < 0.05$). This indicates that a rise in HPWS will decrease the likelihood of burnout-related departure.
- H4 is accepted based on the analysis's findings, which show that the indirect impact of HPWS on burnout tempered by mentorship has a coefficient value of -0.135 and a significant value of 0.040 ($p < 0.05$). In other words, mentorship reduces the impact of HPWS on burnout.

5. The study findings showed that H5 was rejected because the indirect effect of burnout on intention to quit, which was mitigated by mentorship, had a coefficient value of -0.120 and a significance value of 0.061 ($p > 0.05$). This indicates that the impact of burnout on the desire to leave is not mitigated by mentorship.
6. Based on the analysis results, which indicate that the influence of HPWS on satisfaction has a significant value of 0.000 ($p < 0.05$) and a coefficient value of 0.269, H6 is accepted. This suggests that an increase in HPWS will be accompanied by an increase in work satisfaction.
7. H7 was selected based on the analysis findings, which showed that the impact of work satisfaction on intention to quit had a coefficient value of -0.257 and a significant value of 0.000 ($p < 0.05$). This implies that the desire to quit will decline as work satisfaction rises.

4. Discussion

A. High Performance Work System (HPWS) and Burnout

By encouraging good employee outcomes including strong dedication, work satisfaction, and extra-role behavior, HPWS seeks to enhance organizational performance. Therefore, the likelihood of weariness and work discontent is low. One work system that may be utilized to promote employee and organizational performance is the High Performance Work System (HPWS). HPWS offers a lot of potential to raise worker productivity. According to research, a company's performance improves with a work system that sets high performance requirements (Jyoti & Rani, 2018). This result is consistent with studies (Wahid & Hyams-Ssekasi, 2018) that show HPWS can encourage good work attitudes in workers, which will eventually increase performance. Additionally, HPWS lessens worker weariness, which lowers workers' ITL (Jyoti et al., 2015).

Enhancing organizational effectiveness and the caliber of human resources inside businesses is the primary goal of HPWS. Positive effects on organizational commitment, work satisfaction, and management trust are revealed by HPWS. Emotional tiredness and depersonalization are negatively impacted by high-involvement work practices. Employee-provided performance management training also negatively affects emotional weariness. This provides evidence to support the research findings (Fan et al., 2014; Gulzar Lecturer & Ahmed Moon Shaheed Zulfiqar Ali Bhutto, 2014; Harley et al., 2010; Kilroy et al., 2016; Vanhala & Tuomi, 2006) that the application of best HR practices lowers employees' feelings of emotional exhaustion.

According to (Waqar et al., 2023), HPWS encourages employees to give their all for the company, which contributes to burnout. Workplace fatigue has a negative correlation and is detrimental to HPWS. Nevertheless, a research by (Kilroy et al., 2016) found that engaging in extremely diversified work practices also negatively affects the depersonalization-related components of burnout and emotional tiredness. Organizational change is becoming more and more important as a necessary activity to maintain the efficiency of those organizations, which has directly enhanced the capacity of those organizations to respond and adapt to changes imposed by competitive environments and markets. Consistent implementation of high-performance work practices enhances employees' capacities, decision-making engagement, and motivation to perform to the best of their ability. They include, among other things, performance-based evaluation, communication, rigorous training and development, and incentive compensation contributions (Al-Qudah et al., 2022).

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evaluation, communication, rigorous training and development, and incentive compensation contributions (Al-Qudah et al., 2022).

B. The Effect of Burnout on Intention To Leave (ITL)

In this study, the terms "burnout" relate to depersonalization, emotional exhaustion, and personal accomplishment. Employee burnout is the root cause of desire to quit, which affects the organizational structure. State that the longer an individual works at a job, the less probable it is that they may experience burnout, which will affect their intention to leave (Prakosa & Dewanti, 2022).

Employees at RSUD Aisyah Ponorogo who have worked in the health field for less than a year are not as motivated, which can lead to unfulfilled expectations, poor adaptability, and low job satisfaction. Employee desire to quit and burnout are significantly correlated, according to research by (Aydın et al., 2020). Organizational stress, which has a big impact on workers' intents to quit, is the first step toward burnout. Burnout syndrome is a serious consequence of long-term stress at work and occurs when work capacity and individual are unstable. It is largely related to work and working conditions and can directly affect employees' personal lives as well as their work lives. Burnout syndrome is seen in every sector, especially in the service sector. Burnout is a process that starts when many employees are unable to handle emotional stress at work, care for and devote to their job, and fail to sustain it (Aydın et al., 2020). When a health professional is burned out from their work, they get emotionally exhausted, become weary quickly, become impersonal with patients, and offer subpar care. Burnout is linked to lower nurse productivity, absenteeism, turnover, unpleasant work, and physical and mental disease (Yulianti, 2020). Burnout is expected to result from four types of triggers or exposures at work: a temporary workload, a physical workload, emotional and mental work-related stress, and work-life imbalance, which has been shown to be a significant risk factor for burnout and intention to leave (Hämmig, 2018).

When health professionals are emotionally worn out, they tend to respond in a way that makes it difficult for them to do their jobs effectively. They also avoid dealing with issues that arise at work, which leads to incompetence (Boamah & Laschinger, 2016; Yulianti & Nur Madina, 2018). Health workers at RSUD Aisyah Ponorogo with a working period of less than one year have low motivation which will affect the level of job satisfaction, lack of adjustment and expectations that do not match what is desired. Burnout and employee intention to leave have a significant relationship (Aydın et al., 2020).

In specialist sectors like perioperative nursing, where burnout is linked to a higher risk of mistakes and lower quality of treatment, prolonged burnout among healthcare professionals is a severe problem (Lee et al., 2020). Organizational stress is the first step toward burnout and has a big impact on workers' intentions to quit. Burnout syndrome is a serious consequence of long-term stress at work and occurs when work capacity and individual are unstable. It is largely related to work and working conditions and can directly affect employees' personal lives as well as their work lives. Burnout syndrome is seen in every sector, especially in the service sector. Burnout is a process brought on by many workers' inability to deal with emotional stress at work, care for their job, and sustain it (Aydın et al., 2020).

When nurses or other health workers experience burnout or other conditions that cause them to give up on their intentions as employees, the head of human resources can play a positive role in ensuring that staff members feel comfortable and in teaching coping strategies associated with high job self-efficacy (Havaei et al., 2016; Lee et al., 2020) because nurses or other health workers who experience fatigue or are in this condition will tend to give up their intentions as employees (Boamah & Laschinger, 2016; Yulianti & Nur Madina, 2018).

C. Burnout mediates the influence of perceptions of a high performance work system on intention to leave

Research conducted by (Wu et al., 2015) demonstrates how HPWS is viewed as a burden by workers due to the high energy demands and job intensity that lead to emotional weariness, tension at work, and worry, all

of which lower performance. "A feeling of being overtired and depleted of one's emotional and physical resources" is the definition of emotional fatigue. This is a significant health consequence as it has an adverse effect on performance in addition to being a key indicator of extreme exhaustion (Ehrnrooth et al., 2023). An HPWS system that is properly implemented will offer the best guidance and foster a process of employee quality improvement, loyalty, and maximum task outcomes.

HPWS has the ability to modify the features of social exchange connections between employees and the business in order to promote the development of particular competencies, such as resilience in the workplace. Comprehensive hiring and selection procedures, collaborative decision-making, in-depth training methods, employee skill development initiatives, team- and results-driven individual performance reviews, employee profit-sharing plans, or monthly bonuses are examples of practices that are commonly included in HPWS. In research conducted by (Kotejoshyer et al., 2021) in line with the results of this study which showed that during the HPWS introduction process carried out with frequent mentoring was associated with reduced fatigue among mentees. Slow declines in health measures of body mass index and hypertension among mentees can be considered a positive effect of mentoring.

High Performance Work System (HPWS) is a work system that can be used to encourage organizational and employee performance (Ghautama, 2019). HPWS is positively related to employee resilience at work and employee resilience, including health workers at work, mediates the relationship between experienced and developed HPWS at work, in the sense that developing resilience at work is an effective strategy for overcoming work burnout. This is in line with this research which shows that HPWS can have an impact on employee success at work and work burnout which in turn will increase resilience in the workplace (Yun et al., 2022).

D. The influence of a high performance work system with mentoring moderates the incidence of burnout on intention to leave

This study supports that of (Van De Voorde & Beijer, 2015), who found that HPWS can essentially lessen effort when management fosters a positive work environment and has more access to social resources. According to (Kroon et al., 2009) HPWS offers employees with procedures that are transparent and consistent, fostering a sense of procedural justice and fairness that lowers employee burnout.

Studies carried out by (Hill et al., 2022) High levels of mutual engagement and job satisfaction, increased interprofessional faculty recruitment and retention, increased trust in the university's dedication to its faculty, publication success, higher grant acquisition rates, and fruitful career advancement and promotion are all results of effective mentoring relationships. A happier workforce may be achieved by company leaders by offering development programs and putting HPWS in place to lessen employee tiredness. HPWS has the potential to significantly lessen worker weariness, which in turn can somewhat boost job satisfaction and support the reciprocal benefit theory (Dorta-Afonso et al., 2023). HPWS is like job security (Kloutsiniotis et al., 2022), training (Agarwal, 2021), job transfer and performance management (Ngoc Su et al., 2021) has been identified as critical to business recovery and continuity leading to work focusing on HPWS and examining the potential role of employees in increasing job satisfaction and reducing burnout. According to (Waqar et al., 2023), HPWS contributes to the upkeep of an organizational environment that encourages skill parity among staff members. It includes a range of HR procedures that strengthen the organizational framework for the purpose of enhancing employee incentives and skills as well as providing chances for career progression.

E. Mentoring moderates the relationship between burnout and Intention to Leave.

If a mentor experiences any of the classic signs of burnout, such as being emotionally spent, cynical, alienated from their profession, or feeling ineffectual, they should not start mentoring others (Hill et al., 2022). You are unable to meet the fundamental requirements of being a mentor or mentee while you are dealing with mental health issues (such as depression, anxiety, or other mental health problems). The

mentoring relationship may deteriorate and end if one of the parties experiences mental health issues once it starts, or it may flourish and continue. Physical circumstances can give rise to similar difficulties. For instance, a condition that causes severe physical exhaustion, missed work, or other symptoms. But above all, it's a professional growth experience that broadens their knowledge, encourages introspection, and sharpens their abilities to lessen the likelihood of prejudice in their shared interpersonal encounters or mental processes. Deepening understanding and lowering the likelihood of intention to leave will be facilitated by collaborative dialogue and introspection about each party's experiences, background, and potential biases (similarities and differences) during the mentoring process (Cook et al., 2020; Hill et al., 2022)

F. *High Performance Work System* berpengaruh positif pada kepuasan kerja

In addition to the positive relationship between HPWS and business performance (i.e., the management-centered approach), HPWS also have an impact on employee work outcomes, such as job satisfaction or health (i.e., the employee-centered approach). Together, HPWS act to improve employee skills, motivation, and participation in the organization (Dorta-Afonso et al., 2023). A person who is highly content with their work exhibits a positive attitude toward it, in contrast to a person who is not satisfied with it. The inclination to leave an employer is inversely correlated with employee job satisfaction. The level of satisfaction with one's own work, compensation, promotions, relationships with superiors, and coworkers are all indicators of one's level of job satisfaction. Maintaining job satisfaction may boost employee loyalty and reduce the likelihood of turnover. It also plays a significant role in luring and keeping competent personnel. The desire to leave an employee is less the happier they are at work (Anastia et al., 2021).

Higher levels of emotional weariness were linked to lower job satisfaction and a greater intention to quit among hospital personnel, whereas better health workforce connections were generally related with higher job satisfaction. The results of the study demonstrate that management of the organization have established an open and empowered work environment to promote job satisfaction among employees and lower employee intention to quit. With the use of AMOS, the model was evaluated by structural equation modeling (SEM). The results corroborate the AMO theory and show that HPWS is linked to higher degrees of emotional commitment, work satisfaction, and management trust. Aside from that, there is a favorable correlation between raising employee performance and this attitude component. The findings of previous research are pertinent to this study. A nation's institutional setting affects how HPWS and worker performance are related. Based on the findings, running multinational corporations (MNCs) must maximize significant resources to adopt HPWS in order to raise positive attitudes among employees, which will benefit the business (Wahid & Hyams-Ssekasi, 2018).

G. The influence of job satisfaction on Intention to Leave.

Understanding the important relationships between HPWS, workplace resilience, thriving at work, and job burnout among hospital nurses. HPWS as a type of system that can manage nurses in hospitals, develop nursing resilience in the workplace in increasing nurses' success in the workplace and reducing work fatigue (Yun et al., 2022). Employee performance and HPWS practices are positively correlated. Positive attitudes among employees serve as a conduit for the transmission of HPWS to worker performance. Through influencing employee emotions or behavior, HPWS modifies employee perceptions, which in turn affects how well they perform. An organization's capacity to compete in the market is firmly based on having dedicated and happy workers (Wahid & Hyams-Ssekasi, 2018).

The results of this study are in line with research conducted by (Arum Maharani & Mashuri, 2019) indicates there is a substantial and unidirectional link between the degree of work satisfaction and the degree of desire to quit the organization, indicating a relationship between the two. negative, meaning that an employee's desire to quit will decrease with increased work satisfaction. Work satisfaction refers to an employee's overall attitude about their work. The degree of an employee's contentment with their work is known as job satisfaction or employee satisfaction. Workers' perspectives and dispositions toward their jobs, the company

they work for, and—above all—their careers vary widely. But from the standpoint of the business, the attitude that matters most is work satisfaction among employees (Wahid & Hyams-Ssekasi, 2018). It can be difficult for any firm to retain qualified healthcare workers. Managers must be proactive in identifying and evaluating the aspects that contribute to nurses' job satisfaction if they hope to retain the health workforce. Through the use of work satisfaction surveys, managers should regularly check for signs of discontent. A health professional's desire to apply for a job at a new hospital or unit may occasionally be one of the earliest indications of their discontent with their current employer. Managers must create professional opportunities for employees to work with qualified coworkers, support healthcare professionals continuously, foster collaborative relationships among healthcare professionals, secure adequate staffing, support and advocate for nursing practice, increase clinical autonomy, and promote nurses in order to boost job satisfaction and retention (Masum et al., 2016).

Nurses in the workplace are critical in obtaining employee outcomes that may be beneficial to the organization and nurse performance, while reducing outcomes that are likely to be detrimental to the organization and nurse performance. Health care organizations are advised to recruit and select resilient candidates and it is also important for health care organizations and schools to foster resilience in nurses and students in nursing. Second, in addition to tailored training programs, HPWS can be a useful management tool to foster nurses' resilience in the workplace. Furthermore, the use of HPWS can be emphasized more. HPWS was also found to be positively associated with thriving and negatively associated with job burnout directly (Yun et al., 2022).

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