



Mediating Effect of Job Satisfaction on the Relationship between Competence, Work Environment, Workload, and Turnover Intention among Health Practitioners. A study of Murtala Muhammed Specialist Hospital, Kano State

Muhammad Mujitapha¹, Halidu Shaibu², John Achore Gebriel², Muazu Hassan Muazu³, & Abubakar Sadiq Ciroma³

¹ Department of Economics and Entrepreneurship, Al-Istiqama University, Sumaila, Kano State

² Department of Business Administration, Confluence University of Science and Technology, Osara, Kogi State (CUSTECH).

³ Department of Business Administration and Entrepreneurship, Bayero University Kano
Corresponding Author's Email: mujitaba03@gmail.com

Abstract

Health professionals are vital for maintaining and improving public health through care and treatment. Despite efforts to retain them in hospitals, many still intend to leave, indicating current retention strategies are ineffective. This turnover is likely due to issues like poor working conditions, heavy workloads, and insufficient professional development. Therefore, this study examined the mediating effect of work environment, workload, competence and turnover intention among health practitioners in Murtala Muhammed Specialist Hospital Kano State. The study utilized a survey research design. The target population consisted of all the 97 registered physicians Murtala Muhammed Specialist Hospital Kano State. Data was collected through a structured and validated questionnaire. Valid responses were analyzed using Smart PLS 4.0 applications. The results revealed that competence, workload, job satisfaction have significance effect on turnover intention, while work environment does not have significance effect on turnover intention. Interestingly, job satisfaction mediates the relationship between competence and workload, on the other hand job satisfaction does not mediate the relationship between work environment and turnover intention. The managerial implications of this study emphasize the prioritizing targeted training to build employee confidence and capabilities and assigning workloads proportional to staff capacity in order to reduce turnover intention. More so, actionable job satisfaction policy development, especially those that will increase employee retention and reduce turn over intention should be put in place.

Keyword: Competency, work environment, workload, job Satisfaction, Turnover Intention.

1. Introduction

Globally, turnover intention (TI) among health professionals remains a significant challenge for healthcare institutions. Health workers are vital for diagnosing, treating, and preventing illnesses and impairments, making their retention critical. Organizations worldwide invest heavily in recruitment, induction, training, and development to retain employees. For instance, in the United States, workplace training investment rose from \$93.6 billion in 2017 to \$82.5 billion in 2020 (Whitehead, 2022). In Nigeria, although exact national figures are unclear, investments in employee development are increasing, especially in sectors like banking (Agena, 2022; Olarewaju, 2020). Despite such investments, TI continues to affect individual health professionals and organizational stability, productivity, and effectiveness globally (Shaikh et al., 2020; Pillai and Mathew, 2020; Adekoya, 2019).



In Africa and Nigeria specifically, high turnover rates are especially problematic. The Africa Centers for Disease Control (2025) reported the migration of 13,609 Nigerian healthcare workers to the UK between 2021 and 2022. Moreover, a study involving 913 Nigerian physicians revealed only 19.3% intended to remain in the profession. In 2023, over half of registered Nigerian nurses and midwives sought migration clearance letters to the UK (52%) and the USA (36%). Nigerian physicians also represent a significant share (45.02%) of international medical graduates working in the US. This exodus threatens healthcare systems by depleting skilled labor and destabilizing service delivery.

In a bid to address these prevailing turnover intention challenges in the medical profession, previous researchers have identified several factors that can influence turnover intention to include; workload (Bhaskara et al., 2024; Herawati et al., 2023; Rahmadhon et al., 2024), work environment (Sugiarti, 2022; Sunarto & Ellesia, 2023; Yanwar & Lupoto, 2025). Workload refers to job demands exceeding employees' capacity to complete tasks (Damayanti & Ekowati, 2024). Understaffing often leads to employees multitasking, increasing fatigue and stress. If job demands outweigh abilities, fatigue grows; if abilities surpass demands, boredom and stress might occur (Wulantika et al., 2023). Most studies (Berhed & Ariani, 2024; Herawati et al., 2023; Rahmadhon et al., 2024) find workload positively affects TI, although a few (Ibrahim et al., 2022; Lily et al., 2025) report no effect.

Furthermore, to workload, work environment can also affect turnover intention. This encompasses all physical and psychosocial aspects impacting employees' job performance (Masruri & Sary, 2024). Supportive environments enhance comfort and productivity, while poor conditions increase TI (Hansah, 2024). Many studies (Hasniar et al., 2024; Jelly et al., 2024) show a significant positive link between work environment and TI, although others report no meaningful effect (Rabuana & Yanuar, 2023).

Another factor that allegedly affects turnover intention is the Competence of employee. Competence includes knowledge, skills, and attitudes related to job duties (Lavoie et al., 2018). Competent employees tend to work more effectively and feel more satisfied, which reduces TI (Hajbaghery & Arani, 2018). Nurses with higher competencies demonstrate better performance, greater job satisfaction, and lower turnover intention (Ogbeibu et al., 2022; Riaz et al., 2023).

Apart from workload, work environment and competence, job satisfaction can also affect turnover intention. Memon et al., (2023), defined job satisfaction as employees' contentment with their job outcomes or rewards (Memon et al., 2023), high job satisfaction generally lowers TI (Wahyudi et al., 2023). Dissatisfaction, conversely, leads to negative attitudes toward work and increased turnover (Fatmasari & Badaruddin, 2022). Several studies confirm job satisfaction's significant negative relationship with TI (Afianto et al., 2023; Dinata et al., 2024), though some research contradicts this (Widiastuti, 2022).



1.2 Problem Statement

Employees are critical to organizational success, productivity, and stability, prompting heavy investments in their recruitment and development (Otache & Inekwe, 2022). Despite these efforts, TI persists as a global issue disrupting operations, increasing recruitment and training costs, and lowering overall effectiveness (Oruh et al., 2020). This problem is acute in the healthcare sector, where experienced staff loss undermines the quality of medical services and boosts workload on remaining employees, further reducing morale and job satisfaction (Oluwole, 2020; Akinyemi et al., 2022).

While studies have consistently examined the relationship between workload, work environment, and TI, results vary, highlighting the need for further inquiry including potential mediating variables like job satisfaction. This study focuses on Murtala Muhammad Specialist Hospital Kano, aiming to analyze how workload and work environment influence TI, with job satisfaction as a mediator. Understanding this dynamic will help organizations craft better policies to manage workload and work conditions and implement job satisfaction programs to reduce turnover intentions among health professionals.

1.3 Research Objectives

The general objective of the present study is to assess the effect of work environment, workload and competence on employees' performance. The specific objectives include:

- i. To determine the extent to which work environment affect employees Performance in Murtala Muhammed Specialist Hospital Kano State
- ii. To determine the extent to which workload affect employees Performance in Murtala Muhammed Specialist Hospital Kano State
- iii. To determine the extent to which competency affect employees Performance in Murtala Muhammed Specialist Hospital Kano State
- iv. To determine the extent to which job satisfaction mediate the relationship between work environment and employees Performance in Murtala Muhammed Specialist Hospital Kano State
- v. To determine the extent to which job satisfaction mediate the relationship between workload and employees Performance in Murtala Muhammed Specialist Hospital Kano State
- vi. To determine the extent to which job satisfaction mediate the relationship between competency and employees Performance in Murtala Muhammed Specialist Hospital Kano State

2. Literature Review

2.1 Concept of Employee Turnover Intention

Employee turnover intention refers to an employee's desire or plan to leave their current workplace for another, though this intention has not yet resulted in actual departure (Gunawan & Andani, 2020). It reflects the stage where employees contemplate leaving, which might manifest



as a desire to find new jobs or even new professions (Ardianto & Bukhori, 2021). Turnover often stems from ongoing dissatisfaction which is triggered by disruptive events such as conflicts with supervisors or coworkers, or attractive job opportunities elsewhere (Noe et al., 2021). Several factors have been identified as influencing turnover intention, including job satisfaction, job stress, workload, age, education, work culture, leadership, organizational commitment, and role conflict (Apriani & Siregar, 2023).

2.2 Concept of Competences

According to Litvinenko et al (2022), Competency is also viewed as the capacity to effectively utilize acquired information and abilities to generate a desired output. Employee competency is viewed as the capacity to engage in activities within a certain profession, demonstrating the required level of skill set (Rusilowati & Wahyudi, 2020). It encompasses a combination of knowledge, skills, and ethical behaviors that enable professionals to perform their roles effectively. According to Skantz-Åberg et al. (2020), one of the primary benefits of competence is its role in enhancing job performance and productivity. Competent employees are adept at problem-solving, decision-making, and innovation, leading to more efficient workflows and higher-quality outputs. Moreover, competence fosters confidence among clients, stakeholders, and colleagues, as it assures them of reliable and consistent delivery of services or products (Redman and Wiek, 2021).

2.3 Concept of Work Environment

The work environment encompasses the physical, mental, and social conditions surrounding employees that affect their well-being and productivity (Meirina et al., 2018; Hanai, 2021). It includes physical facilities, materials, methods, and workplace arrangements, as well as social factors such as job stability, recognition, motivation, and interpersonal relationships within the organization (Edem, Akpan, and Pepple, 2017; Taheri, Miah and Kamaruzzaman, 2020). A positive and conducive work environment enables employees to be more productive and satisfied, whereas a poor environment can increase turnover intention (Meirina et al., 2018).

2.4 Concept of Workload

Workload is defined as the amount and difficulty of work tasks assigned to an individual within a given period, covering both quantitative and qualitative aspects (Maulidah et al., 2022). The impact of workload on employees can be positive or negative (Munandar et al., 2022). When workload aligns with employee capacity, it can reduce turnover intention. However, if the workload exceeds the employee's ability, it tends to increase their intention to leave (Agustin, 2022). Research by Fitriantini, Agusdin & Nurmayanti (2020) and Jufri and Mellanie (2019) supports that a high or heavy workload significantly raises turnover intention.

2.5 Concept of Job Satisfaction

Job satisfaction is the measure of how content employees feel with their roles, responsibilities,



and the overall work experience (Maulidah et al., 2022). Satisfied employees exhibit greater commitment and are less likely to seek alternative employment. Conversely, dissatisfaction caused by poor work environments, inadequate rewards, or limited development opportunities tends to heighten turnover intention (Berisha, Lajçi et al., 2020; Pranata & Suryosukmono, 2023). Studies have consistently shown that higher job satisfaction lowers turnover intention, with key indicators including satisfaction with work itself, wages, promotion prospects, supervision, and coworker relationships (Novel, 2021; Alfamol, 2023; Albataria et al., 2024; Mohamad et al., 2024; Maulidah et al., 2022).

2.6.1 Effect of Competence on Turnover Intention

Competency is viewed as the capacity to engage in activities within a certain profession, demonstrating the required level of skill set (Rusilowati & Wahyudi, 2020). When employees feel competent and perceive opportunities for growth, their autonomy increases, reducing turnover intention. This effect depends on employees' belief that they can develop and use their skills within the organization. Studies demonstrate a significant positive relationship between competence and lowered turnover intention (Fredrick & Yemisi, 2024; Saripuddin & Al Hafiz, 2023).

H1: Competence significantly affects turnover intention.

2.6.2 Effect of Work Environment on Turnover Intention

The work environment is a place that is able to provide a comfortable, controlled, and calming effect (NafisArizal et al., 2024). A supportive, comfortable work environment with adequate facilities reduces turnover intention by creating a controlled and calming atmosphere. Physical and social conditions positively impact employee retention. Research consistently shows work environment has a significant influence on turnover intention (Faadhilah & Firdaus, 2025; Hasniar et al., 2024; Idris et al., 2024).

H2: Work environment significantly affects turnover intention.

2.6.2 Effect of Workload on Turnover Intention

Workload refers to the volume and difficulty of tasks assigned within limited time. When workload is appropriate, employees complete their tasks effectively, minimizing turnover intention. However, a heavy workload exceeding employees' capacity leads to negative perceptions and increases the desire to leave the organization. Multiple studies confirm a significant positive relationship between workload and turnover intention (Ramadhani, 2020; Setianto et al., 2022; Maulidah et al., 2022).

H2: Workload significantly affects turnover intention.



The Effect of Job Satisfaction on Turnover Intention

Turnover intention can be influenced by job satisfaction, because the more satisfied people are with their jobs, this will reduce employees to think about quitting. Employees who are satisfied with their jobs are more likely to have a higher commitment to the company and are less likely to seek opportunities elsewhere. Conversely, job dissatisfaction can increase employees' desire to leave the company, whether due to a mismatch with the work environment, low rewards, or lack of development opportunities (Berisha, Lajçi et al. 2020) in (Pranata & Suryosukmono, 2023). Based on research (Novel, 2021; Alfarol, 2023; Albataria et al., 2024 and Mohamad et al., 2024) Job Satisfaction affects Turnover Intention.

H4: Job Satisfaction has a significantly affect Turnover Intention.

2.6.5 Mediating Role of Job Satisfaction on the relationship between Competence and Turnover Intention:

Job satisfaction often mediates the relationship between employee competence and turnover intention, such that higher competence leads to greater satisfaction, which in turn reduces intentions to quit. When employees perceive high competence, their job satisfaction improves, reducing turnover intention. Job satisfaction acts as an emotional bond to the organization, mediating competence's impact on turnover (Nasution et al., 2024; Chang et al., 2021).

H5: Job Satisfaction Mediate the relationship between Competence and Turnover Intention

2.6.6 The Effect of Work Environment on Turnover Intention Mediated by Job Satisfaction

A conducive work environment creates a positive environment thereby, boosting job satisfaction and reducing turnover intention. Work environment increases job satisfaction by spurring enthusiasm in carrying out tasks. Job satisfaction is considered to be closely related to turnover intention, because job satisfaction is a reflection of a person's satisfaction in his job (Jasmine, 2024). Based on research (Puspitasari, 2022; Sartika et al., 2024 and Sitorus et al., 2024) states that job satisfaction has impact on work environment and turnover intention.

H6: Job Satisfaction Mediate the relationship between Work Environment and Turnover Intention

2.2.7 Effect of Workload on Turnover Intention Mediated by Job Satisfaction

Workload has an influence on *turnover intention* where when employees feel burdened by the work given because it is not in accordance with their abilities they tend to feel tired and stressed which results in decreased job satisfaction, so employees may look for other job opportunities. High workload decreases job satisfaction, which in turn increases turnover intention. However, if job satisfaction is maintained despite a heavy workload, turnover intention can be reduced (Novel, 2021). (Setianto et al., 2022; , Sitorus et al., 2024; and Talo et al., 2020) concluded that job satisfaction the impact of workload on turnover intention.

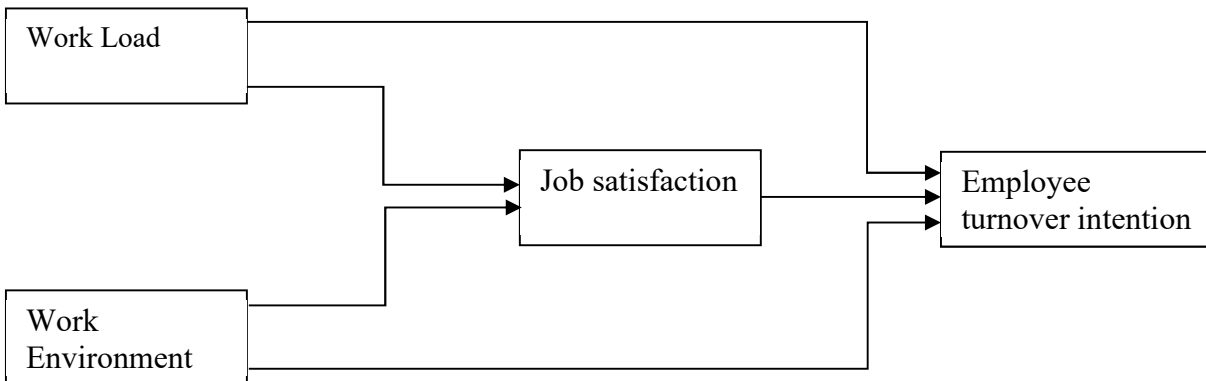
H7: Job Satisfaction Mediate the relationship between Workload and Turnover Intention

2.8 Theoretical Framework

2.8.1 Herzberg's Two-Factor Theory

Motivator-Hygiene theory proposed by Frederick Herzberg (1959) states that there are two factors that influence a person's satisfaction and, dissatisfaction at work, namely, motivational factors and hygiene factors. Herzberg's two-factor theory distinguishes between hygiene factors, which prevent dissatisfaction if adequate (e.g., working conditions, policies), and motivators, which drive satisfaction and performance (e.g., achievement, responsibility). Work environment falls under hygiene factors, as poor physical conditions, safety, or amenities cause dissatisfaction but adequate ones only maintain neutrality, not high motivation. Improving the environment eliminates complaints but requires motivators for true engagement. Excessive or unbalanced workload acts as a hygiene issue, leading to dissatisfaction through stress and frustration, while appropriate workload aligns with motivators by enabling achievement without overload. Managers must ensure workloads support responsibility and growth to foster satisfaction beyond mere adequacy. Competency ties to motivators, as opportunities for skill utilization, growth, and challenging tasks matching abilities promote achievement and self-realization. Mismatched competencies create dissatisfaction via hygiene gaps like poor supervision, but leveraging strengths drives high performance.

2.9 Conceptual Frame Work



3. Methodology

The study was conducted in Kano Metropolis, Kano state capital, focusing on health professionals at Murtala Muhammad Specialist Hospital Kano. A descriptive survey design was used with a structured questionnaire as the data collection tool. The questionnaire featured items on each study variable, using a 5-point Likert scale ranging from Strongly Agree (5) to Strongly Disagree (1).



The targeted population is all the 97 registered physicians as found from the record of Murtala Muhammed Specialist Hospital in Kano. The sample size for this study is drawn using Kriecie and Morgans (1970) table for determining sample size of 97 physicians of Murtala Muhammed Specialist Hospital in Kano. According to Kriecie and Morgan (1970) sample of 80 staff was selected.

Data analysis was performed using Partial Least Squares-Structural Equation Modeling (PLS-SEM) with SMARTPLS 4.0. The method involved validating the measurement model through tests of convergent and discriminant validity, and assessing reliability via Composite Reliability and Cronbach's Alpha. The structural model was tested by examining relationships between latent variables using R-Square for predictive accuracy and hypothesis testing with bootstrapping; significance was determined at t-values > 1.96 and p-values < 0.05 , ensuring robust and reliable causal analysis.



Table 1 Measurement of Variables

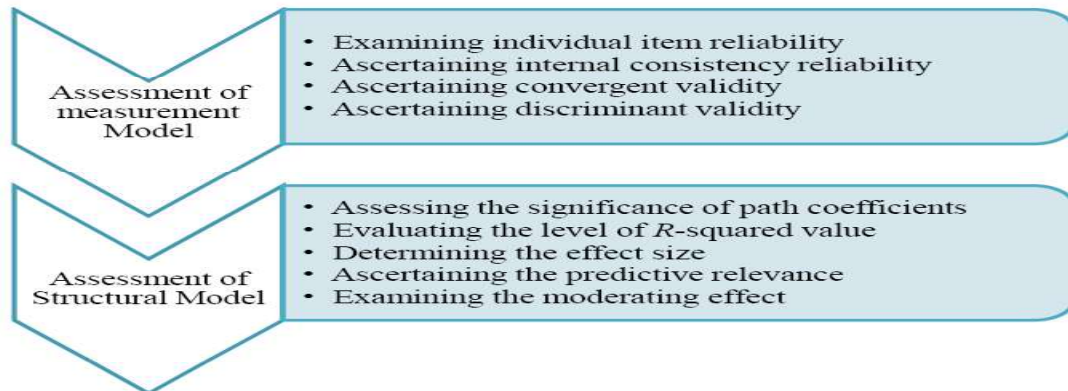
Variables	Construct	Measurement	Source	Reliability
Turnover Intention	TOV1	I am planning to leave my current organization due to lack of job satisfaction and high level of stress	Boudrias et al. (2020)	0.930
	TOV2	I may resign anytime soon from my current organization because I am not satisfied		
	TOV3	I will not hesitate to take another job in another organization with lower stress level		
Work Environment	WKE1	I have a workspace with adequate lighting that supports my work activities.	0.902	
	WKE2	I have a workspace with good ventilation and air circulation		
	WKE3	My workspace provides comfort and safety		
Workload	WLD1	I am pressured to work long hours in my current organization	Dartey-Baah et al. (2020)	0.864
	WLD2	I have unachievable deadlines from in department		
	WLD3	I must work very intensively in my department		
Competence	CMP1	The better the work competency, the greater the work productivity	Sarstedt et al., (2014)	0.887
	CMP2	Work Competency improves Employee Performance		
	CMP3	Work Competency is a good thing that workers must have		
Job Satisfaction	JB1	I am currently satisfied in my current organization due to high workload	Dartey-Baah et al. (2020)	0.944
	JB2	I do currently enjoy my work due to adequate compensation		
	JB3	I feel happy with my current job in my organization due to adequate career progression		

Source: The Researcher (2025)

4.1 An Assessment of the PLS-SEM Path Model

A two-step process of evaluating and reporting the results of the PLS-SEM path model was adopted in the present study as recommendation by Henseler, Ringle and Sinkovics (2009). The two-step process included (1) the assessment of the measurement model and (2) assessment of the structural model. Figure 4. 1 depicts in detail the two-step approach as suggested (Henseler et al., 2009).

Figure 2: A Two-Step Process of PLS Path Model Assessment

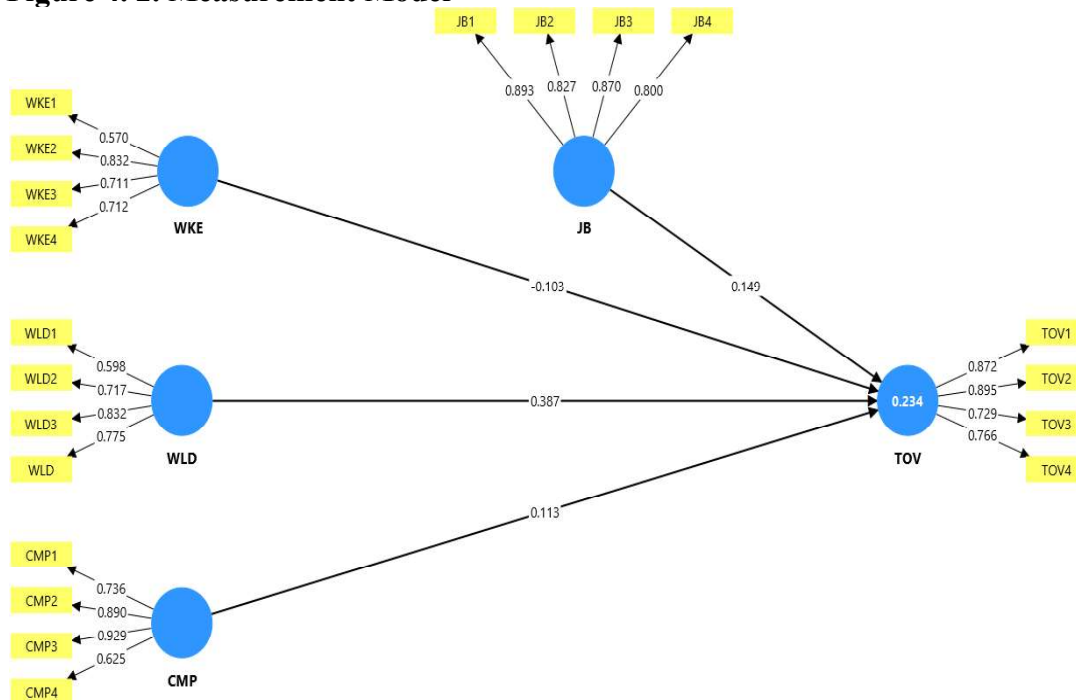


Source: (Henseler et al., 2009)

4.2 Assessment of Measurement Model

An assessment of measurement model is basically done to determine the individual item reliability, internal consistency, content validity, convergent validity and discriminant validity, (Henseler et al., 2009; Kura, 2014). Figure 4.2 below shows the measurement model:

Figure 4. 2. Measurement Model





4.2.1 Individual Item Reliability

To assess individual item reliability, the outer loadings of each latent construct were observed (Hair et al., 2014). Five items out of 25 were deleted because they had loadings below the recommended threshold of 0.40. According to Hair et al. (2014), items with loadings between 0.40 and 0.70 can be retained for further analysis. (See Table 4.7).

4.2.2 Internal Consistency Reliability

The present study relied on composite reliability coefficient as a measure of internal consistency reliability. This is because it is argued to provide a less biased estimate of reliability when compared with Cronbach's alpha (Kura, 2014). Following the rule of thumb for interpreting composite reliability coefficient as suggested by Bagozzi and Yi (1988) and Hair et al. (2011), values of at least 0.70 and above are adequate and sufficient. Table 4.8 below shows the composite reliability coefficient of the latent constructs with each exceeding the recommended threshold of 0.70:

Table 4.1: Loadings, Composite reliability and Average Variance Expected

Latent Constructs and indicators	Standardized Loadings	Average Variance Expected (AVE)	Composite Reliability
COMPETENCE		0.647	0.942
CMP1	0.736		
CMP2	0.890		
CMP3	0.929		
CMP4	0.625		
WORK ENVIRONMENT		0.507	0.723
WKE1	0.570		
WKE2	0.832		
WKE3	0.711		
WKE4	0.712		
WORKLOAD		0.541	0.776
WLD1	0.598		
WLD2	0.717		
WLD3	0.832		
CMP4	0.775		
JOB SATISFACTION		0.719	0.893
JB1	0.893		
JB2	0.827		
JB3	0.870		
JB4	0.800		
TURNOVER INTENTION		0.670	0.899
TOV1	0.872		
TOV2	0.895		
TOV3	0.729		
TOV4	0.766		

Source: The Researcher (2025)



4.2.3 Convergent Validity

Convergent validity was assessed by examining the Average Variance Extracted (AVE) of each latent construct, as suggested by Fornell and Larcker (1981). To achieve adequate convergent validity, Chin (1998) recommends that the AVE of each latent construct should be .50 or more. Following Chin (1998), the AVE values (see Table 4.2) exhibited high loadings ($> .50$) on their respective constructs, indicating adequate convergent validity.

4.2.4 Discriminant Validity

Duarte and Raposo (2010) explained that the extent to which a given latent construct differs from other latent construct(s) is known as discriminant validity. As suggested by Fornell and Larcker (1981), AVE can be used to assess discriminant validity by comparing the correlations among the latent constructs with the square root of the AVE.

Table 4.8 below shows the correlations among the latent constructs as compared with the square root of the AVE (values in bold face). The square roots of the AVE are all greater than the correlations among the latent constructs, suggesting adequate discriminant validity (Fornell & Larcker, 1981; Kura, 2014).

Table: 4.2: Latent Variable Correlations and Square Roots of Average Variance Extracted

Latent Variables	CMP	JB	TOV	WKE	WLD	6
1. CMP						
2. JB	0.782					
3. TOV	0.337	0.858				
4. WKE	0.565	0.797	0.735			
5. WLD	0.504	0.657	0.504	0.882		

Note: Entries shown in bold face represent the square root of the average variance extracted.

Source: The Researcher (2025)

4.3 Assessment of the Significance of the Structural Model

To assess the significance of the path coefficient, the present study adopted the standardized bootstrapping method using 5000 bootstrap samples (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009). Figure 4.3 and Table 4.3 show the full structural model with the mediating variable.

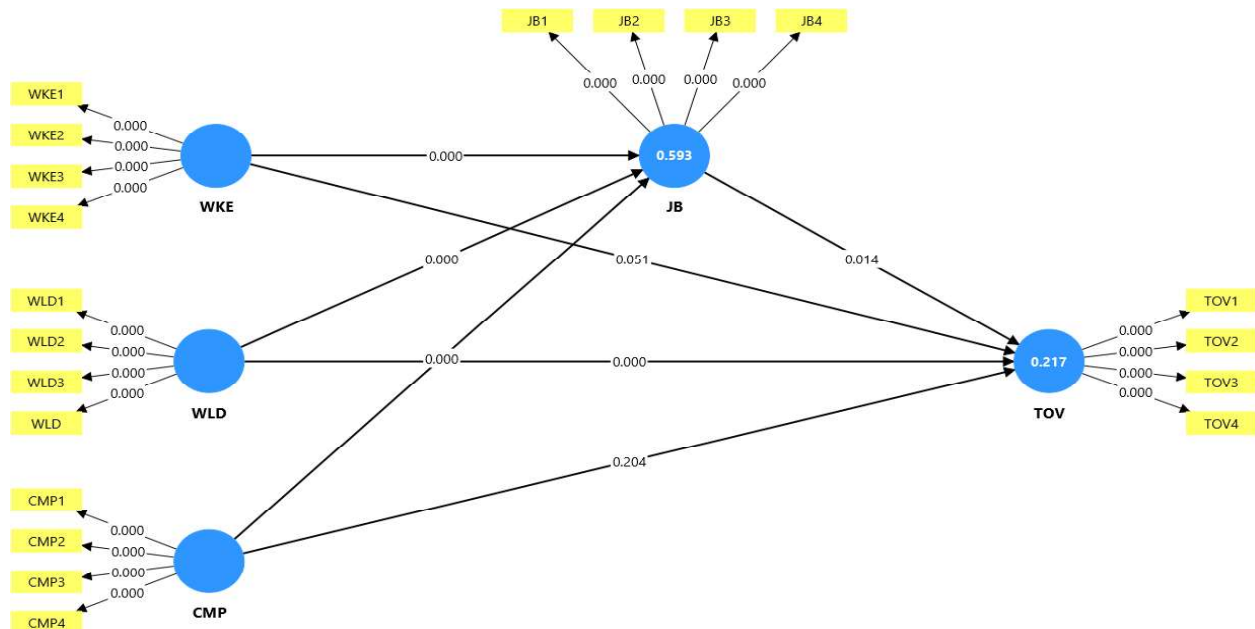


Figure 4.3 Structural Equation Model with Mediator Full Model)

Table: 4.3: Structural Model Assessment with Mediator (Full Model)

Hypothesis	Relationship	Beta	SE	T-statistics	P-value	Decision
1	CMP -> TOV	0.174	0.058	2.941	0.003	supported
2	WKE -> TOV	0.069	0.065	1.083	0.279	Not Supported
3	WLD -> TOV	0.402	0.067	5.954	0.000	Supported
4	JB -> TOV	0.180	0.071	2.453	0.014	Supported
5	CMP ->JB-> TOV	0.084	0.035	2.336	0.020	supported
6	WKE ->JB-> TOV	0.062	0.026	2.310	0.021	supported
7	WLD ->JB-> TOV	0.023	0.011	2.060	0.039	Supported

Significant at 0.05

Source: The Researcher, 2025.

4.3.1 Model Variance Explained

The model explains 21.7% ($R^2 = 0.217$) of the variance in employee turnover intention, considered acceptable according to Hair et al. (2010) standards.



4.3.2 Effect Size (f^2)

Effect sizes measure the magnitude of each variable's contribution to the model. Cohen (1988) classifies them as weak (0.02), moderate (0.15), or strong (0.35), helping assess practical significance beyond statistical significance.

4.3.4 Predictive Relevance (Q^2)

The study used the Stone-Geisser test (via PLS predict) to evaluate the model's predictive relevance, confirming goodness-of-fit and predictive capability consistent with established criteria.

Table 4.4: Coefficient (R^2), Effect Size (F^2) and Predictive Relevance (Q^2)

Constructs	R^2	Q^2	TOV	Effect size
TOV	0.217	0.533	1.000	
JB	0.593	0.139	0.012	Weak
CMP			0.010	Weak
WKE			0.007	Weak
WLD			0.108	Strong

Source: The Researcher, 2025

4.4 Discussion of Findings

4.4.1 Hypothesis 1 (Competence → Turnover Intention):

Hypothesis 1 predicted that Competencies is positively related to turnover intention. Interestingly, the hypothesis was supported because the study recorded a positive and significant result. In other words, Competencies was found to be positively related to turnover intention with Beta = 0.174, T = 2.941, p = 0.003. This finding is in line with two-factor theory which state that Competency ties to motivators, as opportunities for skill utilization, growth, and challenging tasks matching abilities promote achievement and self-realization thereby reducing turnover intention. This was found to be consistent with the findings of Fredrick and Yemisi, (2024), Saripuddin & Al Hafiz, (2023) which shows a positive and significant influence of competence on turnover intention.

4.4.2 Hypothesis 2 (Work Environment → Turnover Intention):

Hypothesis 2 postulated a positive relationship between work environment and turnover intention. In essence, the more organizations provide a conducive work environment, the more the chances of their turnover intention reduce. However, hypothesis 3 was not supported and rejected because the finding was not significant with beta = 0.069, T = 1.083, P = 0.279. Referring to two-factor theory, work environment as a hygiene factor should build confidence that effort reduces turnover intention. However, findings show it doesn't reinforce this belief, resulting in insignificant impact on employee turnover intention. Interestingly, this was found to be inconsistent with the study of Ajufoh, Nwafili and Obajaja-Edo (2025) whose findings



revealed that workplace environment ($P = 0.000 < 0.05$) is positively significant with employee turnover

4.4.3 Hypothesis 3 (Workload → Turnover Intention):

Hypothesis 3 postulated a positive relationship between workload and turnover intention. In essence, Higher workload increases employee turnover intention. Hence, Hypothesis 3 was Supported with $\beta = 0.402$, $T = 5.954$, $P = 0.000$. This finding is in line with two-factor theory which state that excessive or unbalanced workload acts as a hygiene issue and an appropriate workload strengthens the belief that effort will result in satisfactory performance, thus in reducing turnover intention. This was found to be consistent with the study of Abdurrahman, Susita and Wolor (2024) whose studies indicate that workload has a positive and significant effect on turnover intention, compensation has a positive and significant effect on turnover intention.

4.4.4 Hypothesis 4 (Job Satisfaction → Turnover Intention):

Hypothesis 4 postulated a positive relationship between Job satisfaction and turnover intention. In essence, high level of job satisfaction has an impact on optimizing turnover intention while Conversely, employee does not feel satisfied with their career, they tend to show a negative view or attitude towards their work. Hence, Hypothesis 3 was Supported with $\beta = 0.180$, $T = 2.453$, $P = 0.014$. Job satisfaction significantly affects turnover intention. From Herzberg's two-factor theory, job satisfaction stems from motivators and hygiene factors. A fulfilling work environment boosts motivators, cuts mental workload, enhances competence, and lowers employee turnover intention. This was found to be consistent with the study of Aguke and Tarurhor, (2024) whose study unveiled that job satisfaction (job characteristics, supervisors support and work-life balance) have a significant positive correlation with employee turnover intention.

4.4.5 The Mediating Effect of Job satisfaction on the Relationship between, workload, work environment, competence and turnover intention

Hypothesis 5 (Job Satisfaction mediates Competence → Turnover Intention):

Hypothesis 5 tested the possible mediating effect of Job satisfaction on the relationship between Competence and Turnover Intention, such that the relationship is stronger for organization with higher job satisfaction. Interestingly, the result was significant as the findings suggest that there is relationship between the variables with $\beta = 0.035$, $T = 2.336$, $P = 0.020$. Job satisfactions mediate this relationship.

4.4.6 Hypothesis 6 (Job Satisfaction mediates Work Environment → Turnover Intention):

Hypothesis 6 tested the possible mediating effect of Job satisfaction on the relationship between Work Environment and Turnover Intention, such that the relationship is stronger for organization with higher job satisfaction. Interestingly, the result was significant as the findings suggest that



there is a relationship between the variables with $\beta = 0.062$, $T = 2.310$, $P = 0.021$. Job satisfaction significantly mediates this relationship.

4.4.7 Hypothesis 7 (Job Satisfaction mediates Workload \rightarrow Turnover Intention): Hypothesis 7 tested the possible mediating effect of Job satisfaction on the relationship between Workload and Turnover Intention, such that the relationship is stronger for organization with higher job satisfaction. Interestingly, the result was significant as the findings suggest that there is a relationship between the variables with $\beta = 0.023$, $T = 2.060$, $P = 0.039$. Job satisfaction significantly mediates this relationship.

5. Conclusion and Recommendations

The present study demonstrates that competence, work environment, workload and job satisfaction are positively related to employee turnover intention. Specifically, two of the independent (competence and workload) variables were found to be significant predictors of employee turnover intention while work environment is not a predictors of employee turnover intention. Also the possible mediating role of job satisfaction on the relationship between competence, work environment, workload and employee turnover intention was as envisaged, the results turned out to be significant for all the three variables competence, work environment and workload, suggesting that the relationship between competence, work environment and workload and employee turnover intention can be strengthened by job satisfaction.

Based on the findings of the study, it is recommended that Hospitals in Nigeria should take proactive measures to address the high turnover intention among Health Practitioners. Strategies could include implementing retention initiatives such as

1. organizations should focus more on improving employee's competence by enhancing their skills, knowledge, and experience in order to improve their competence level
2. Organizations should maintain workload balance by assigning workloads proportional to employee capacity.
3. Organizations should strive to create a supportive work environment that will lead to creating good relationships with employees.
4. Organizations should increase actionable job satisfaction policy development, especially those that will increase employee retention. This can be achieved through the provision of professional development opportunities and competitive compensation packages aimed at bolstering job satisfaction among employees.
5. Finally, since job satisfaction mediates the relationship between work environment and workload and turnover intention while it does not mediate the relationship between competence and turnover intention. Thus, the study recommends that organization should strengthen their job satisfaction since it has a positive effect on work environment and workload and turnover intention.



Managerial Implication

The findings of this study have significant managerial implications for organizations, particularly in the context of health practitioners. By demonstrating the positive impact of competency and workload on employee turnover intention, management can prioritize initiatives that enhance these attributes among their staff. This could include implementing targeted training programs to boost employee's confidence in their capabilities and maintain workload balance by assigning workloads proportional to employee capacity. More so, actionable job satisfaction policy development, especially those that will increase employee retention and reduce turn over intention should be put in place through the provision of professional development opportunities and competitive compensation packages aimed at bolstering job satisfaction among employees. These measures not only improve individual performance but also enhance the overall efficiency and effectiveness of the organization, as well as drastically reduce the level of turnover intention among health practitioners.

Limitations and suggestion for future study

Finally, to improve data quality of the study, it is recommended to add data collection methods such as interviews or focus group discussions (FGDs) that can provide a deeper understanding of employee experiences and perceptions regarding organization policies that trigger turnover intention.

References

- Abdurrahman, H., Susita, D., &Wolor, C. W. (2024). The Effect of Workload and Compensation on Turnover Intention with Work Stress as an Intervening Variable at PT. KarsaBersamaMandiri. *Global Scientific and Academic Research Journal of Economics, Business and Management*, 1(1), 131-140.
- Adekoya, O. D., Jimoh, I., Okorie, G., & Olajide, M. (2019). Significance of employee engagement and individual well-being on organisational performance in Nigeria. *International Journal of Science and Management Studies*, 2(5), 35-47.
- Afianto, D., Sri, D., &Wuisan, S. (2023). The Influence of Organizational Culture, Work Environment and Work Motivation on Nurses Performance with Job Satisfaction as a Mediation Variable in Public Health Center. 2(03), 543–559. *Asian Journal of Social of Humanities*
- Agena, M. N. (2022). An evaluation of the impact of training and development: a case study of selected commercial banks in Nigeria. *Journal of Hospice & Palliative Nursing*, 1(1), 10-21.
- Agustin, P, F. (2022). The effect of workload on *turnover intention* mediated by work stress (case study at PT IndomarcoPrismatama, Magelang City)
- Ajufoh, U. S., Nwafili, A. K., &Obajaja-Edo, E. (2025). The Nexus of Workplace Environment, Workplace Ostracism and Employees' Turnover in Selected Teaching Hospitals in South-South Geo-Political Zone, Nigeria. *International Journal of Scientific Research in*



- Multidisciplinary Studies*, 11(3), 14-21.
- Akinyemi, B., George, B., & Ogundele, A. (2022). Relationship between job satisfaction, pay, affective commitment and turnover intention among registered nurses in Nigeria. *Global Journal of Health Science*, 14(2), 37-51.
- Albataria, F., Rego, D., Lestari, D. S., &Listyawati, L. (2024). The Effect of Job Satisfaction and Job Stress on Turnover Intention in Employees FabrizioAlbataria Do Rego, Damajanti Sri Lestrari. *LilingListyawati SAB*,
- Alfarol, A. K., &Bahwiyanti, J. (2023). The Effect of Job Satisfaction and Job Stress on Turnover Intention at Pt. HasnurRiungSinergiTapin Regency. *al-kalam: journal of communication, business and management*,10 (1), 75.
- Amalyah, S. N., &Sulaimiah. (2025). The Effect of Workload and Work Stress on Turnover Intention through Organisational Commitment as a Mediating Variable (Case Study at PT PLN (Persero) ULP Bima City). *International Journal of Economics, Finance and Management*, 8(3).
- Apriani, N. & Siregar, Z, E, M. (2023) Factors Affecting *Turnover intention: A Literature Review. International Journal of Business, Technology, and Organizational Behavior (IJBTOB)* ISSN: 2775-4936 Vol. 3 No. 3, June 2023
- Arizal, N., Septa, S., &Sugiyarti, G. (2024). The Influence of Workload and Working Environment on Employee Performance. *International Journal of Business and Applied Economics*, 3(1), 140–154.
- Awomuse, O. F., & Babalola, Y. T. F. (2024). Exploring Professional Competence and Turnover Intention: Insights from Information Professionals in Tertiary Institutions in South-West Nigeria. *International Journal of Business and Economic Development*, 2(3), 146-158.
- Bagozzi, R. P. & Yi, Y. (1988). On the evaluation of structural equation models. *Journal of the academy of marketing science*, 16(1), 74-94.
- Berhed, I. T., &Ariani, D. W. (2024). The Influence of Work Environment, Job Stress and Workload on Employee Performance in The Ministry of Religion in South Halmahera. *Research Horizon*, 0696.
- Berisha, G., &Lajçi, R. (2020). Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context. *Organizations and Markets in Emerging Economies*, 11(2), 407-428.
- Bhaskara, J. A., Suranto, S., &Pribadi, U. (2024). Effect of work environment, work discipline, work motivation, workload, and transformational leadership on performance of puskesmas employees. *JPPI (Jurnal Penelitian Pendidikan Indonesia)*, 10(2), 88. <https://doi.org/10.29210/020243154>
- Chin, W. W. (1998). *The partial least squares approach to structural equation modeling*. Laurence Erlbaum Associates.
- Damayanti, T., &Ekowati, S. (2024). The Effect Of Self-Actualization Needs And Workload On Employee Work Performance At The Bengkulu City Industry And Trade Office
PengaruhKebutuhanAktualisasiDiri Dan Beban



- Kerja Terhadap Prestasi Kerja Pegawai Pada Dinas Perindustrian Dan Perdagangan Ko. *Journal of Indonesian Management*, 4(1), 21–32.
- Dinata, K. E. P., Sara, I. M., & Amerta, I. M. S. (2024). Training and motivation on employee performance: Mediated by job satisfaction. *World Journal of Advanced Research and Reviews*, 22(2), 1672–1687.
- Edem, M. J., Akpan, E. U., & Pepple, N. M. (2017). Impact of Workplace Environment on Health Workers. *Occupational Medicine & Health Affairs*, 5(2), 1-5.
- Faadhilah, N. R., & Firdaus, V. (2025). The influence of work environment, job skills, and work engagement on employee productivity in MSMEs. *Jurnal Ilmiah*.
- Fatmasari, & Badaruddin. (2022). Discipline, Motivation, Local Wisdom, And Work Environment On Performance Through Job Satisfaction. *Jurnal Manajemen*, 26(3), 492–511.
- Fornell, C. & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Gunawan, S & Andani, K, W. (2020). Factors Influencing Employee Turnover Intention at PT Permata Prima Canindo in Jakarta. *Journal of Managerial and Entrepreneurship, Tarumanagara University*.
- Hair, Hult, G. T. M., Ringle, C. & Sarstedt, M. (2014). *A primer on partial least squares structural equation modeling (PLS-SEM)*. Sage Publications.
- Hair, Ringle, C. M. & Sarstedt, M. (2011). PLS-SEM: Indeed, a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- Hanai, A. E. (2021). The Influence of Work Environment on Employee Retention: Empirical Evidence from Banking Institutions in Dar Es Salaam, Tanzania. *International Journal of Managerial Studies and Research*.
- Hansah, A. (2024). The Influence of Workload and Work Environment on Employee Performance. *Human Capital Leadership Review*, 12(1), 171–178. <https://doi.org/10.70175/hclreview.2020.12.1.6>
- Hasniar, Haerani, S., Pahlavi, C., & Haeriah. (2024). Influence of Work Environment, Teamwork, and Leader-Member Exchange on Performance Mediated by Work Discipline (Study at the Directorate of Drug Investigation of the South Sulawesi Police). *Quality - Access to Success*, 25(199), 162–172.
- Henseler, J., Ringle, C. M. & Sinkovics, R. R. (2009). *The Use of Partial Least Squares Path Modeling in International Marketing*. In R. R. Sinkovics & P. N. Ghauri (Eds.), *Advances in International Marketing* Bingley: Emerald Group Publishing Limited.
- Herawati, H., Setyadi, D., Michael, M., & Hidayati, T. (2023). The Effect of Workload, Supervisor, and Coworker Supports on Job Performance through Job Satisfaction. *International Journal of Finance, Economics and Business*, 2(1), 13–33.
- Ibrahim, M., Saputra, J., Adam, M., & Yunus, M. (2022). Organizational Culture, Employee Motivation, Workload and Employee Performance: A Mediating Role of Communication. *WSEAS Transactions on Business and Economics*, 19, 54–61.



- Idris, M., Choiriyah, Jonifar, Atika, F. U., & Hidayat, R. (2024). the Influence of Work Motivation and Work Environment on Job Satisfaction and Its Impact on the Performance of Bank Mandiri Employees Palembang City. *Revista de Gestao Social e Ambiental*, 18(6), 1–27.
- Jasmine, K. (2014). Hospital Nurse Turnover Intention: The role of work stress and workload With Job Satisfaction As Mediation. *Addition of sodium benzoate and potassium sorbate (antiinversion) and stirring speed as an effort to inhibit the inversion reaction in sugarcane juice*, 2024(1), 1–16.
- Jelly, Y. L., Mus, A. R., Ramlawati, & Serang, S. (2024). the Influence of Discipline, Work Environment, and Organizational Commitment on Employee Performance Through Motivation in Pt. Bank People Indonesia Tbk Makassar City Region. *Revista de Gestao Social e Ambiental*, 18(7), 1–31.
- Jufri, A & Mellanie. (2019). The influence of workload and work stress on Turnover intention (a case study of marketing employees pt. Jayamandirigemasejaticiledug branch). *Journal of management and accounting* volume xiv no. 2 July-December 2019. Issn 1979-0643
- Kura, K. M. (2014). *Organizational formal controls, group norms and workplace deviance: The moderating role of self-regulatory efficacy*. (Doctoral thesis, University Utara Malaysia), Malaysia.
- Lily, R., Siahaan, A., & Waruwu, A. A. (2025). Analysis Of The Effect Of Satisfaction And Workload On Employee Performance At Samsung Store Sun Plaza Medans. 2, 1–13. *Jurnal Ekonomi, Manajemen, Akuntansi dan Keuangan*
- Marina, Saluy, A. B., & Kemalasari, N. (2023). The Effect of Work Motivation on Career Development and Compensation on Employee Performance Through Job Satisfaction As Mediation Variables. *Greenatlon International Journal of Tourism and Management*, 1(2), 63–77.
- Masruri, A. F., & Sary, S. S. F. P. (2024). The Effects of Work Environment and Work Motivation on Performance with Job Satisfaction as an Intervening Variable at PT. XYZ. *Journal of Economics, Management, Entrepreneur, and Business*, 4(2), 254–263.
- Maulidah, K., Ali, S., & Pangestuti, D. C. (2022). The Effect of Workload and Job Satisfaction on Turnover Intention of Employees of RSU "ABC" South Jakarta. *Journal of Accounting, Finance, and Management*, 3 (2), 159-176.
- Meirina, I., Ferdian, F., Pasaribu, P., & Suyuthie, H. (2018). The Influence of Work Environment Towards Turnover Intention of Employee of 4 Star Hotels in Padang City. *Journal of Business on Hospitality and Tourism*, 4(2), 97–104.
- Memon, A. H., Khahro, S. H., Memon, N. A., Memon, Z. A., & Mustafa, A. (2023). Relationship between Job Satisfaction and Employee Performance in the Construction Industry of Pakistan. *Sustainability*, 15(11), 1–21.
- Mohamad, M. A., Mohamed, M. A., & Mohamed, A. (2024). The Influence of Workplace Relationships and Job Satisfaction on Employee Performance: *Evidence from Academic Institutions in Mogadishu, Somalia*. *Frontiers in Education*, 9, Article 1485356.



- Munandar, A., Hermawan, A., & Syihabudhin. (2022). Effect of Workload and Organizational Justice on Employee Performance through Job Satisfaction (Case Study On Employees Of Perumda Air Minum Tugu Tirta , Malang). *International Journal of Economy, Education and Entrepreneurship*, 2(2), 356–366.
- Nasution, H., et al. (2024). "Digital Business Intensity and Digital Business Transformation Impact on Organizational Ambidexterity and Sustaining Organizational Performance." *Journal of Logistics, Informatics and Service Science*.
- Noe, R., Hollenbeck, J., Gerhart, B., & Wright, P. (2021) Human resource management gaining a competitive advantage
- Novel, C., & Marchyta, N. K. (2021). The Effect of Workload Through Job Satisfaction on Turnover Intention of Valentine Supermarket Employees in Kairatu. *Agora*, 9(2), 1–11.
- Olarewaju, O. M. (2020). Investigating the factors affecting nonperforming loans in commercial banks: The case of African lower middle-income countries. *African Development Review*, 32(4), 744-757.
- Olarewaju, O. M. (2020). Investigating the factors affecting nonperforming loans in commercial banks: The case of African lower middle-income countries. *African Development Review*, 32(4), 744-757.
- Oluwole, A. (2020). The impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos state, Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 10(4), 1110-1130.
- Oruh, E. S., Mordi, C., Ajonbadi, A., Mojeed-Sanni, B., Nwagbara, U., & Rahman, M. (2020). Investigating the relationship between managerialist employment relations and employee turnover intention: The case of Nigeria. *Employee Relations: The International Journal*, 42(1), 52-74.
- Otache, I., & Inekwe, E. O. I. (2022). The relationship between job satisfaction, turnover intentions and performance of Nigerian polytechnic lecturers with doctorate degrees. *Journal of Applied Research in Higher Education*, 14(2), 762-783.
- Pranata, Y. A., & Suryosukmono, G. (2023). Person Organization Fit and Workplace Ostracism Against Turnover Intention in Employees: Mediation of Job Satisfaction. *Jurnal Ilmiah Manajemen, Ekonomi, & Akuntansi (MEA)*, 7(3), 1877-1894.
- Puspitasari, E. (2022). Students' Teacher-Dependency and Passiveness in Online Learning during COVID-19 Pandemic. *Journal of Education and Learning (EduLearn)*, 16(2), 235-243.
- Rabuana, N. K. D. N., & Yanuar, Y. (2023). The Influence of Work Environment and Work Engagement on Employee Performance Mediated by Employee Well-Being. *Munaddhomah: Jurnal Manajemen Pendidikan Islam*, 4(3), 541–557.
- Rahmadhon, G., Firdaus, V., & Sumartik. (2024). *The mediating role of work motivation : The effect of leadership , workload , and reward on employee performance*. 14(2), 190–208.
- Ramadhani, A., & Erdhianto, Y. (2020). Analysis of Work Motivation on Turnover Intention through Job Satisfaction as a Mediating Variable in Employees (Case Study: PT. Berkah Adi Maulana-Kediri). *National Seminar on Applied Science and Technology* Viii, 139–146.



- Redman, A., &Wiek, A. (2021). Competencies for Advancing Transformations Towards Sustainability. *Frontiers in Education*, 6, Article 785163.
- Rusilowati, U., &Wahyudi, W. (2020). The Significance of Educator Certification in Developing Pedagogy, Personality, Social and Professional Competencies. *In Proceedings of the 4th International Conference on Social Sciences and Interdisciplinary Studies (SoRes 2019)* (pp. 446–451). Atlantis Press.
- Setyani, I., Widhiandono, H., Bagis, F., &Kharismasyah, A. Y. (2025). The Effect of Workload and Work Motivation on Turnover Intention Through Job Satisfaction as a Mediating Variable on Employees of PT SansanSaundratex Jaya 8. *International Journal of Asian Business and Management*, 4(1), 11-26.
- Shaikh, A. S., Shaikh, I. N., & Nisar, K. S. (2020). A mathematical model of COVID-19 using fractional derivative: outbreak in India with dynamics of transmission and control. *Advances in Difference Equations*, 2020(1), 373-384.
- Skantz-Åberg, E., Lantz-Andersson, A., Lundin, M., & Williams, P. (2022). Teachers' professional digital competence: An overview of conceptualisations in the literature. *Cogent Education*, 9(1), 2063224.
- Sugiarti, E. (2022). *The Influence of Training, Work Environment and Career Development on Work Motivation That Has an Impact on Employee Performance at PT . SuryamasElsindoPrimatamaIn West Jakarta*. 6(1).
- Sunarto, A., &Ellesia, N. (2023). International Journal of Multidisciplinary Research and Literature The Effect Of Work Environment And Work Discipline On Employee Performance At Pt. Aqiqah86 South Tangerang. *International Journal of Multidisciplinary Research and Literature IJOMRAL*, 2(2), 121–240.
- Taheri, R. H., Miah, M. S., &Kamaruzzaman, M. (2020). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6).
- Taheri, R. H., Miah, M. S., &Kamaruzzaman, M. (2020). Impact of Working Environment on Job Satisfaction. *European Journal of Business and Management Research*, 5(6).
- U.S. Ajufoh, A.K. Nwafili, and U.Y. Okwuise,.; Career Trajectory and Employees' Retention in Selected University Teaching Hospitals in South-South Nigeria; *Afropolitan Journal of Management and BusinessResearch*, Vol.15,Issue.1, pp.69-83, 2024.
- Wahyudi, L., Panjaitan, H. P., &Junaedi, A. T. (2023). Leadership Style, Motivation, and Work Environment on Job Satisfaction and Employee Performance at the Environment and Hygiene Department of Pekanbaru City. *Journal of Applied Business and Technology*, 4(1), 55–66.
- Whitehead, T. A. (2022). Training and Development: Investing in Employees Through Assessment. *Scholar Chatter*, 3(1), 21-33.
- Widiastuti, B. D. (2022). The Influence Of The Physical Work Environment And Organizational Climate On Employee Performance Through Job Satisfaction As An Intervening Variable In PT. Bank Tabungan Negara (Persero) Tbk South Tangerang Branch. *Return : Study of Management, Economic and Bussines*.



- Widiastuti, B. D. (2022). The Influence Of The Physical Work Environment And Organizational Climate On Employee Performance Through Job Satisfaction As An Intervening Variable In PT. Bank Tabungan Negara (Persero) Tbk South Tangerang Branch. *Return : Study of Management, Economic and Bussines*.
- Wulantika, L., Ayusari, R. M., & Wittine, Z. (2023). Workload, Social Support and Burnout on Employee Performance. *Journal of Eastern European and Central Asian Research*, 10(1), 1–8.
- Yanwar, L., & Lupoto, N. I. (2025). *The effect of work environment , work stress , remuneration, work motivation on employee performance at Puskesmas X Padang City*. 12(6).