

How to Cite:

Patandung, A., Setiawan, M., Mintarti, M., & Sabil, A. (2022). Investigation on military hospital nurses about esprit de corps: Its relationship towards workplace incivility and job burnout on turnover intention. *International Journal of Health Sciences*, 6(S2), 2983–2995. <https://doi.org/10.53730/ijhs.v6nS2.5010>

Investigation on military hospital nurses about esprit de corps: Its relationship towards workplace incivility and job burnout on turnover intention

Amos Patandung

Brawijaya University, Malang, Indonesia

Margono Setiawan

Brawijaya University, Malang, Indonesia

Mintarti

Brawijaya University, Malang, Indonesia

Ananda Sabil

Brawijaya University, Malang, Indonesia

Abstract---This study analyses the relationship between job discomfort and burnout on the intention to leave nurses and the moderating effect of Esprit de corps between job discomfort and intention to leave. The study used a sample of 220 voluntary nurse respondents from a total population of 606 nurses at the Hospital Gatot Subroto Jakarta. The sampling technique uses the 5% Slovin Formula. Data collection is based on survey techniques and questionnaires. Moderation analysis is used in solving the Structural Equation Modeling (SEM) equation model using SmartPLS 3. The findings show that: 1) work discomfort has a significant effect on the intention to leave/quit nurses; 2) work fatigue has a significant effect on the intention to leave/quit nurses, and 3) esprit de corps strengthens the relationship between work discomfort and intention to leave/quit. The research findings reinforce previous studies conducted by Maslach & Leiter, 2017; Spence Laschinger et al., 2009; Cortina & Magley, 2009. Future research is expected to examine hospitals with military backgrounds' culture and organisational identity.

Keywords---military hospital, solidarity, impoliteness work, work fatigue, nurses.

Introduction

Previous studies have concluded a strong correlation between job discomfort and fatigue and the high intention to leave/quit nurses in several hospital industries in developing and developed countries. Several studies such as those conducted by: (Cortina & Magley, 2009); (Spence Laschinger et al., 2009); (Maslach, Jackson, Leiter, Schaufeli, & Schwab, 1986); (Maslach & Jackson, 1981) and (Maslach & Leiter, 2017); (Avey, Luthans, & Jensen, 2009) and (Mobley, Horner, & Hollingsworth, 1978).

Some of these research results provide benefits for the hospital management to properly manage the availability of medical personnel, especially nurses who carry out health services. Management of workload, work stress, acts of bullying against nurses, whether carried out by patients, supervisors or fellow nurses, have implications for nurses' intentions to leave and quit their jobs. In addition, serious attention to the high workload experienced by nurses has implications for nurses' intentions to leave/resign from work or the hospital.

This study examines the intention to leave/quit work from volunteer nurses at the Gatot Subroto Army Central Hospital, Jakarta, where the Indonesian National Army manages this hospital, especially the Army Units. The data shows that the intention to leave/quit the military hospital is the Army Hospital. IV Madiun in 2015 was 8%, increased in 2016 by 10.84%, and in 2017 decreased by 5.31%. Several discharged employees at the Army Hospital. IV Madiun for three years, 20 employees left, from that number, an average of 7 employees left annually, so the annual turnover rate was 7.44%. At the same time, the standard that the hospital has set is 5%. Research by Langitan (2010) found that the annual turnover rate of nurses reached 21%, and Miliawati (2019) found a reasonably high nurse turnover rate in private hospitals, namely 27.3% per year (Monika et al., 2021). Turnover is relatively high for nurses in Sumatra at 24.3% in private hospitals (Anugrah, Nasution, & Nazaruddin, 2018).

The high level of intention to leave/quit from nurses/employees at the military hospital focuses on this study by presenting esprit de corps as a moderating variable expected to reduce the high intention to leave/quit from voluntary nurses at the hospital. Gatot Subroto Jakarta, where the hospital is the highest referral hospital devoted to soldiers and families of soldiers and a presidential hospital, continues to improve international standard healthcare standards.

Method

Nature and Type of Research

Field (2013) states that quantitative research uses numbers and statistical calculations to test hypotheses that have been built previously. This research is quantitative research with an explanatory approach (Weraman et al., 2021). Furthermore, (Stebbins 2001) stated that explanatory study investigates the causal relationship between two or more variables and determines the nature and pattern of the relationship between these variables.

Population and Research Sample

The population in this study were all voluntary/contracted nurses at the Gatot Subroto Army Central Hospital, Jakarta, totalling 606 nurses. The sample in this study amounted to 240 voluntary nurses using the 5% Slovin formula (Slovin, 1960, Veybitha et al., 2021). Of the 240 questionnaires distributed, the total number of questions collected was 220, with a return rate of 91.67%. Thus, the number of samples in this study is as many as 220 respondents.

Sample Demographics

- 1) Gender: 17% male and 83% female.
- 2) Age of respondents: 79% aged 21 – 30 years; 16% aged 31-40 years; 2% aged 41-50 years; respectively 1% aged 20 years and 51 years and over.
- 3) Education level: 85% education Diploma 3 Nursing; 14% Undergraduate and 1% high school/vocational.
- 4) Length of service: 715 have a working period of 1-5 years; 16% had 6-10 years of service; 10% have 11-15 years of service; each 1% has a 16-20 years and more than 21 years.

Instrument Measurement

For workplace incivility measurement, it applied the proposal of M. Leiter, Price, & HK (2010) and M. P. Leiter, Peck, & Gumuchian (2015) with measurement indicators, including; 1) supervisors; 2) Co-workers; and 3) Patients. Job Burnout; using (Maslach & Jackson, 1981) and (M. P. Leiter & Schaufeli, 1996) with measurement indicators, including 1) emotional exhaustion, 2) personal achievements, and 3) depersonalisation. For turnover intention, it used the proposal of Mobley et al., 1978); (Mobley, 1992) and (Mahdi, Zin, Nor, Sakat, & Naim, 2012) with measurement indicators, including 1) thinking of quitting; 2) intent to search, and 3) intent to quit. Esprit de corps: using (Houston, 1972) with indicators, including 1) loyalty; 2) a sense of belonging; 3) responsibility; 4) feel the development of unity. Furthermore, the esprit de corps was added as a new indicator in this study. All instruments were measured using a 5-point Likert scale (Dawes, 2008) (1 = strongly disagree, 5 = strongly agree).

Data analysis

In this study, the data were sourced from primary data (questionnaires), which were then analysed using descriptive statistics on the average answers of each respondent. The data is then processed using a Structural Equation Modeling (SEM) model using SmartPLS version 3.0. Partial Least Square (PLS) is a multivariate statistical technique used to handle many response and explanatory variables in one model. This analysis is an excellent alternative to multiple regression analysis methods and principal component regression (Rehearsal & Kowalski, 1986; Andwilana et al., 2021).

Literature Review

Workplace Incivility

Workplace incivility is an intensity of deviant behaviour with an ambiguous intent to harm the target and violate workplace norms for mutual respect (Spence Laschinger et al., 2009). The same thing was stated by (Cortina & Magley, 2009) workplace incivility is not limited to a verbal act and in nonverbal forms such as ignoring, ignoring, disturbing, and other things. Furthermore, (Spence Laschinger et al., 2009) suggests workplace incivility comes from 3 factors, such as 1) supervisor, 2) co-workers, and 3) the patient. Disrespect at work is accompanied by bullying carried out by leaders, co-workers, and patients and families to nurses (Vickers, 2010).

Job Burnout

Job burnout is a multidimensional syndrome manifested by severe fatigue and overwork, feelings of ineffectiveness and inadequacy, reduced motivation and commitment, and dysfunctional attitudes and behaviours at work (Casserley & Megginson, 2009). Furthermore, Maslach et al. (1986), Maslach & Jackson (1981), and Maslach & Leiter (2017) reveal that job burnout is a psychological syndrome consisting of 3 dimensions, including 1) emotional exhaustion; 2) depersonalisation; and decreased self-achievement.

Turnover Intention

Turnover is the process of an employee leaving an organisation and must be replaced by another employee (Robbins & Judge, 2013). Meanwhile, Avey et al. (2009) state that turnover is a permanent dismissal of employees from the company, whether carried out by the employees themselves voluntarily or by the company. (Mobley et al., 1978) revealed that three leading indicators, including one cause turnover intention in hospital employees) employees' thoughts of leaving the hospital; 2) employees' attitude to looking for alternatives to other companies; and 3) employees who show indications to leave the company.

Esprit De Corps

Esprit de corps believes that the rank and position obtained make a person feel different and better than others and that the organisation is more important than the individual (Houston, 1972). Previously (Little, Fowler, & Coulson, 1959) defined Esprit as "spirit, mind". (Boyle, 2003) defines esprit de corps as the basis of individuals or groups who have the power and knowledge to fight for the values they believe in by building relationships with fellow members in the organisation. Meanwhile, (Blufarb, 1989) asserts that esprit de corps is related to several factors, including 1) enthusiasm, 2) spirit, 3) dedication: 4) the devotion that a person feels for having the same feelings. Staplekamps Jr. Leluit derat, in an article entitled corps geest, suggests that esprit de corps has several values in it, including 1) respect, 2) loyalty and 3) awareness.

Hypothesis development

Workplace Incivility and Turnover Intention

Disrespect in the workplace caused by anger, fear, sadness is an emotional aspect, and job dissatisfaction impacts turnover intention (C. L. Porath & Pearson, 2012). Furthermore, (Rahim & Cosby, 2016) asserted that rudeness in the workplace is positively related to employee turnover intentions. Welbourne, Gangadharan, & Sariol (2015) stated that workplace incivility was more experienced by male university employees than women from Spain. Disrespect increases turnover intention by looking at employees' ethnicity and cultural values—the results of the same study presented by (S. Y. Kim, Kim, & Park, 2013) concluded that unresponsiveness increases turnover intention in work fatigue. (Beattie & Griffin, 2014); (C. Porath & Pearson, 2013) and (Reio Jr & Sanders-Reio, 2011) individuals who experience disrespect can spend much time, reduce performance and commitment, decrease work quality and sometimes change their job. Based on this literature, the first hypothesis is:

Hypothesis 1: Workplace incivility positively affects turnover intention

Job Burnout and Turnover Intention

Job burnout for employees can increase turnover intention (Rahim & Cosby, 2016); (H. Kim & Lee, 2009); High work fatigue impacts high turnover intention caused by job saturation and high work stress. Based on a study by Scanlan & Still (2013), job burnout impacts low job satisfaction and increases the high turnover intention of employees at public health care centres in Australia. Burnout directly impacts the high turnover rate that occurs in medical personnel. The higher the burnout, the more likely it keeps workers away from work. Exhaustion experienced, feeling unhappy with work, having many problems at work, and poor relationships with co-workers can lead to higher absenteeism rates and a greater likelihood of leaving work (Maslach, 2001). Based on this literature, the second hypothesis is:

Hypothesis 2: Job burnout positively affects turnover intention

Esprit De Corps as a moderator between Workplace Incivility and Turnover Intention

A study conducted by (Langkamer & Ervin, 2008) confirmed that EDC had a strong influence in reducing the continual commitment of 649 junior officers with Captain in the Army Units due to the psychological climate and moral leadership. Based on a study (Schuler & Weber, 2005), EDC can define the importance of unity values in organisations influenced by individual and team behaviour. Organisational EDC, workgroup EDC and professional EDC result from the social exchange theory developed by Jones & James (1979).

Hypothesis 3: The effect of workplace incivility on turnover intention is moderated by esprit de corps

Based on the literature and the development of hypotheses, a model framework can be described in Figure 1 below.

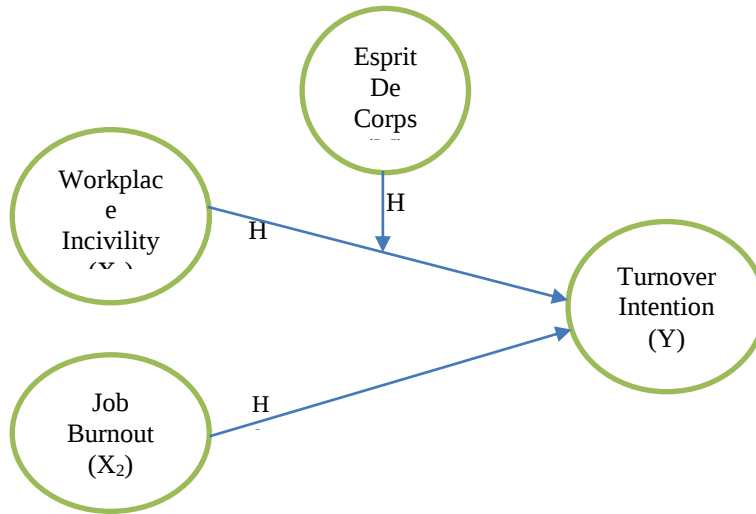


Figure 1. Research Framework

Discussion

Descriptive Analysis

The descriptive analysis of the average answer scores for each research variable is presented in Table 1 below.

Table 1. Average Score of Respondents' Answers to Research Variables

Variable	Indicator	Average Score	Category
WI	Supervisor	3,44	High
	Co-worker	4,05	High
	Patient	3,96	High
	Total Average Score	3,82	High
JBO	Emotional exhaustion	4,05	High
	Personal achievements	3,98	High
	depersonalisation	4,06	High
	Total Average Score	4,03	High
TI	Thinking of quitting	4,13	High
	Intent to search	3,84	High
	Intent to quit	4,35	High
	Total Average Score	4,10	High
EDC	Loyalty	4,37	High
	A sense of belonging	4,41	High
	Responsible	4,30	High
	Feel the development of unity	4,21	High
	Corsa soul	4,1	High

	Total Average Score	4,32	High
--	---------------------	------	------

Data Source: Primary data, processed by the author, March 2021

Based on table 1 above, it can be concluded that workplace incivility obtained an average total score of 3.82 and is in the high category, so it can be concluded that nurses experience the occurrence of impoliteness in the workplace. Furthermore, the total average score of the job burnout variable was obtained at 4.03. Obtaining this score indicates that nurses experience high work fatigue at work. Likewise, the total average score for the turnover intention variable is 4.10 and is in the high category. These scores indicate that nurses have a high intention to leave their jobs at the hospital. Furthermore, the average score for the esprit de corps variable is 4.32, indicating the high esprit de corps nurses have in carrying out their work in the hospital.

Testing Instrument

The testing of the instruments used in this study is based on each construct's validity and reliability aspects. Aspects of validity and reliability will be discussed as follows. Reliability of the measurement model refers to Cronbach Alpha and Composite Reliability (Fornell & Larcker, 1981). Table 2 shows that the Cronbach Alpha (α) and Composite Reliability (CR) values are greater ($>$) than the lower threshold of 0.70 as recommended by Field (2013) so that each variable studied in this study is considered reliable enough.

Table 2. Measurement Model

Variable	VIF	Loading	α	CR	AVE
Workplace Incivility (WI)			0.86	0.93	0.82
WI1	2.33	0.90			
WI2	4.60	0.95			
WI3	3.24	0.86			
Job Burnout (JBO)			0.96	0.96	0.86
JBO1	4.29	0.94			
JBO2	4.23	0.96			
JBO3	3.45	0.92			
Turnover Intention (TI)			0.75	0.85	0.73
TI1	1.43	0.77			
TI2	1.58	0.76			
TI3	1.52	0.89			
Esprit De Corps (EDC)			0.99	0.93	0.71
EDC1	2.13	0.81			
EDC2	3.27	0.84			
EDC3	3.56	0.92			
EDC4	2.34	0.77			
EDC5	2.88	0.88			

Based on table 2 above, it can be seen that the loading factor value and Average Variance Extracted (AVE) index show that convergent validity has a value more excellent ($>$) than 0.70 or greater ($>$) 0.50 as recommended by Chin (1998).

Furthermore, to see the value of discriminant validity, it can refer to the AVE value, which shows that each variable has an AVE value more excellent (>) than 0.70, shown in table 2 above.

Direct influence

Hypothesis testing, both direct and moderate effects, use SmartPLS version 3.2.7 to determine the significance of the coefficients on the model or the significance of the hypothesis support. The coefficient is a significant level if p is less than 0.05. The results of the inner model are shown in Figure 2 below, which describes the interpretation of the direct relationship and moderating effect as follows:

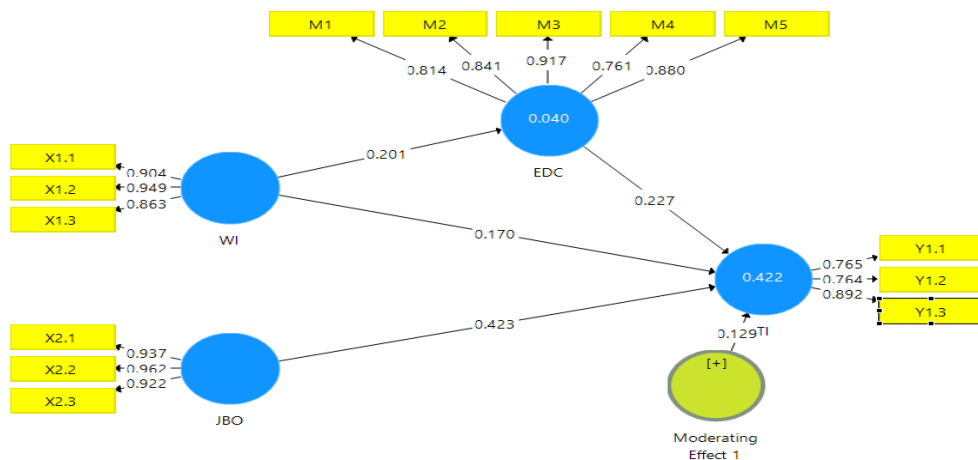


Figure 2. Coefficient Test Results

Table 3. Result of Direct Effect Test

Direct influence					
Independent Variable	Dependent Variable	Path Coefficient	t-statistics	P-Values	Note
Workplace Incivility (X1)	Turn Over Intention (Y)	0.17	4.46	0.000	Significant
Job Burn Out (X2)	Turn Over Intention (Y)	0.42	6,63	0,000	Significant

Source: Primary data processed, March 2021

Based on Figure 2 above, the pattern of direct relationships between variables is described.

Workplace incivility → Turnover Intention

Based on testing the workplace incivility hypothesis, it has a coefficient with a positive direction. The test results show that the path coefficient of 0.17 with a p-

value of <0.05 indicates that workplace incivility positively affects turnover intention. The higher the impoliteness experienced by nurses in the workplace, the higher the nurse's intention to leave the job or the hospital where they work. Thus, it can be concluded that Hypothesis 1 is acceptable.

Job Burnout → Turnover Intention

The calculation results show that the path coefficient of 0.42 with a p-value of <0.05 indicates that job burnout has a positive and significant effect on turnover intention. The pattern of the relationship between job burnout and turnover intention has a coefficient with a positive direction. The higher the work fatigue experienced by nurses, the higher the nurses' intention to leave work at the hospital where they work. Thus, it can be concluded that Hypothesis 2 is accepted.

Moderation Effect

Moderation effect testing was conducted to show the interaction between exogenous variables (predictors) and moderator variables influencing endogenous variables (Baron and Kenny 1986). Henseler & Fassot (2010) confirmed that Moderated Regression Analysis (MRA) is a standard method used in multiple linear regression analysis by including the third variable in the form of multiplication between two independent variables (exogenous) as a moderating variable. The moderating variable in this study is the esprit de corps variable which moderates the relationship between the workplace incivility (X1) variable and the turnover intention variable (Y). The results of testing the moderating effect in Figure 2 above, it can be concluded that the moderating effect obtained by using the original sample (0) is: 0.129; sample means of: 0.129; the standard deviation of: 0.040; t-statistic of: $6.891 > 1.96$ and also supported by p-values of: 0.000. Thus, it can be concluded that the third hypothesis (3), which states that esprit de corps strengthens the relationship between workplace incivility and turnover intention, is acceptable. That is, high Esprit de corps in nurses if nurses experience impoliteness at work, Esprit de corps can reduce nurse turnover intention.

The Effect of Workplace Incivility on Turnover Intention

Based on the hypothesis testing conducted, it can be concluded that workplace incivility has a positive and significant influence on turnover intention. The results of this study support research conducted by (C. L. Porath & Pearson, 2012); (Rahim & Cosby, 2016); (Welbourne et al., 2015); (S. Y. Kim et al., 2013); (Beattie & Griffin, 2014); (C. Porath & Pearson, 2013) and (Reio Jr & Sanders-Reio, 2011). The findings of this study indicate that with the discomfort experienced and felt by voluntary nurses at the Gatot Subroto Army Central Hospital, Jakarta, nurses have the intention/desire to quit and leave work at the hospital. The high intention to leave voluntary nurses should be a concern for hospital leaders and management by motivating nurses in the form of providing reasonable compensation to voluntary nurses, building a nurse's work ethic and culture, giving awards for nurses who have integrity in their work, providing development programs and training for employee competency improvement

Effect of Job Burnout on Turnover Intention

The results showed that the high level of work fatigue had a positive and significant impact on the high level of nurse turnover intention. This study supports several findings of previous research conducted by: (Rahim & Cosby, 2016); (H. Kim & Lee, 2009); (Scanlan & Still, 2013) and (Maslach, 2001). The study findings indicate the high work fatigue experienced by voluntary nurses at the RSPAD. The leadership and management should consider Gatot Subroto Jakarta. Fair division of tasks, division of nurses' working hours accompanied by rest periods, mental development of each nurse, evaluating nurses' health regularly, avoiding the dominant workload. By paying attention to work fatigue due to the high workload, it is hoped that it will reduce nurses' intention to leave the hospital.

The Effect of Esprit De Corps Moderation on Workplace Incivility and Turnover Intention

The results showed that esprit de corps strengthened workplace incivility on turnover intention. This means that with a high EDC, the relationship between turnover intention will decrease due to the low level of workplace incivility experienced by voluntary nurses at work. The high EDC in moderating the relationship between workplace incivility and turnover intention is a factor that can reduce turnover intention. The study results (Langkamer & Ervin, 2008) and (Schuler & Weber, 2005) confirm that EDC in military organisations is a form of organisational identity that carries out a commanding and centralised culture so that the desire of soldiers to leave the military organisation can be reduced.

Conclusion

The high nurse turnover rate from previous studies was caused by the high work discomfort and work fatigue experienced by nurses. The findings of this study reinforce previous studies. The desire of voluntary nurses to quit and leave the hospital where they work should concern the leadership and management of the RSPAD. Gatot Subroto Jakarta aims to improve the quality of hospital services as the highest referral hospital for soldiers' families, the general public and as a presidential hospital in Indonesia. The management of work fatigue and work discomfort experienced by nurses needs to be done by dividing working hours, developing training programs for increasing nurse competence, providing compensation, awards and promotions/status enhancements as permanent nurses.

Based on what has been concluded, some ideas are suggested as follows. Esprit de corps has a vital role in reducing the high level of discomfort and work fatigue experienced by voluntary nurses at the RSPAD. Gatot Subroto Jakarta. By increasing the esprit de corps of each volunteer nurse, the desire to leave and stop working as a nurse can be reduced. The importance of managing the workload of voluntary nurses needs to be the task of hospital leadership and management. Future research is expected to analyse other factors of turnover intention and voluntary nurse performance.

Acknowledgments

This work is a self-supported fund as a part of the first author's dissertation. Therefore, the first author is grateful to his promotors and examiners. Also, the author would like to thank anonymous reviewers for their valuable comments on the earlier version of this paper.

References

- Anugrah, S. U., Nasution, H., & Nazaruddin, N. (2018). The influencing factors of turnover on nurses in private hospitals in Binjai city, Indonesia.
- Andwilana, S. Z., Wolor, C. W., & Handaru, A. W. (2021). Implementation of Evaluation Coaching Program for Company Performance. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 274-287.
- Avey, J. B., Luthans, F., & Jensen, S. M. (2009). Psychological capital: A positive resource for combating employee stress and turnover. *Human resource management*, 48(5), 677-693.
- Beattie, L., & Griffin, B. (2014). Day-level fluctuations in stress and engagement in response to workplace incivility: A diary study. *Work & Stress*, 28(2), 124-142.
- Blufarb, P. (1989). Air force officer cohesion (Air War College research report). *Maxwell Air Force Base, AL: US Air Force, Air University*. (NTIS No. AD-A217 655).
- Boyle, S. (2003). *Organisational Identity or Esprit De Corps? The Use of Music in Military and Paramilitary Style Organisations*. Paper presented at the 3rd International Critical Management Studies Conference, Lancaster.
- Casserley, T., & Megginson, D. (2009). *Learning from burnout: Developing sustainable leaders and avoiding career derailment*: Routledge.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Cortina, L. M., & Magley, V. J. (2009). Patterns and profiles of response to incivility in the workplace. *Journal of occupational health psychology*, 14(3), 272.
- Dawes, J. (2008). Do data characteristics change according to the number of scale points used? An experiment using 5-point, 7-point and 10-point scales. *International journal of market research*, 50(1), 61-104.
- Field, A. (2013). *Discovering statistics using IBM SPSS statistics*: sage.
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, 18(1), 39-50.
- Geladi, P., & Kowalski, B. R. (1986). Partial least-squares regression: a tutorial. *Analytica chimica acta*, 185, 1-17.
- Henseler, J., & Fassot, G. (2010). Testing moderating effects in PLS models: An illustration of available procedures. *Vinzi V. E. Chin W. W. Henseler J. Wang H. (Eds.), Handbook of Partial Least Squares: Concepts, Methods and Applications in Marketing and Related Fields*, 195-218.
- Houston, B. (1972). LETS PUT MORE ESPRIT IN DE CORPORATION. *Harvard Business Review*, 50(6), 55-&.

- Jones, A. P., & James, L. R. (1979). Psychological climate: Dimensions and relationships of individual and aggregated work environment perceptions. *Organisational behavior and human performance*, 23(2), 201-250.
- Kim, H., & Lee, S. Y. (2009). Supervisory communication, burnout, and turnover intention among social workers in health care settings. *Social work in health care*, 48(4), 364-385.
- Kim, S. Y., Kim, J. K., & Park, K.-O. (2013). Path analysis for workplace incivility, empowerment, burnout, and organisational commitment of hospital nurses. *Journal of Korean Academy of Nursing Administration*, 19(5), 555-564.
- Langitan, R. E. (2010). Faktor-faktor yang mempengaruhi kejadian turnover perawat pelaksan tahun 2009 di Rumah Sakit Bhakti Yudha Depok.
- Langkamer, K. L., & Ervin, K. S. (2008). Psychological climate, organisational commitment and morale: Implications for Army captains' career intent. *Military psychology*, 20(4), 219-236.
- Leiter, M., Price, S., & HK, S. L. (2010). Generational differences in distress, attitudes and incivility among nurses. *Journal of Nursing management*, 18(8), 970-980.
- Leiter, M. P., Peck, E., & Gumuchian, S. (2015). Workplace incivility and its implications for well-being *Mistreatment in organisations*: Emerald Group Publishing Limited.
- Leiter, M. P., & Schaufeli, W. B. (1996). Consistency of the burnout construct across occupations. *Anxiety, stress, and coping*, 9(3), 229-243.
- Little, W., Fowler, H., & Coulson, J. (1959). Oxford English Dictionary on Historical Principles: Oxford: Clarendon Press. ISSN.
- Mahdi, A. F., Zin, M. Z. M., Nor, M. R. M., Sakat, A. A., & Naim, A. S. A. (2012). The relationship between job satisfaction and turnover intention. *American Journal of Applied Sciences*, 9(9), 1518-1526.
- Maslach, C. (2001). What have we learned about burnout and health? *Psychology & health*, 16(5), 607-611.
- Maslach, C., & Jackson, S. E. (1981). The measurement of experienced burnout. *Journal of organisational behavior*, 2(2), 99-113.
- Maslach, C., Jackson, S. E., Leiter, M. P., Schaufeli, W. B., & Schwab, R. L. (1986). *Maslach burnout inventory* (Vol. 21): Consulting psychologists press Palo Alto, CA.
- Maslach, C., & Leiter, M. P. (2017). Understanding burnout: New models.
- Miliawati, S. (2019). Faktor-faktor yang Berhubungan Dengan Turnover Perawat Di RS Sentra Medika Cibinong Tahun 2018.
- Mobley, W. H. (1992). *Turnover: causas, consequências e controle*: Ortiz.
- Mobley, W. H., Horner, S. O., & Hollingsworth, A. T. (1978). An evaluation of precursors of hospital employee turnover. *Journal of Applied psychology*, 63(4), 408.
- Monika, S., Rakhmawati, A., Irawati, D., & Natashia, D. (2021). The Effect of Alternative Offloading Techniques on The Area of Diabetic Foot Ulcus towards The Duration of The Wound Healing Process. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 235-242.
- Porath, C., & Pearson, C. (2013). The price of incivility. *Harvard Business Review*, 91(1-2), 115-121.
- Porath, C. L., & Pearson, C. M. (2012). Emotional and behavioral responses to workplace incivility and the impact of hierarchical status. *Journal of Applied Social Psychology*, 42, E326-E357.

- Rahim, A., & Cosby, D. M. (2016). A model of workplace incivility, job burnout, turnover intentions, and job performance. *Journal of Management Development*.
- Reio Jr, T. G., & Sanders-Reio, J. (2011). Thinking about workplace engagement: Does supervisor and co-worker incivility really matter? *Advances in Developing Human Resources*, 13(4), 462-478.
- Robbins, S. P., & Judge, T. A. (2013). *Organisational behavior* (Vol. 4): New Jersey: Pearson Education.
- Scanlan, J. N., & Still, M. (2013). Job satisfaction, burnout and turnover intention in occupational therapists working in mental health. *Australian occupational therapy journal*, 60(5), 310-318.
- Schuler, D. K., & Weber, P. S. (2005). Individual and Team Behaviors: Exploring the Role of Esprit de Corps. *Mountain Plains Journal of Business and Technology*, 6(1), 9.
- Slovin, E. (1960). Slovin's formula for sampling technique. Retrieved on February, 13, 2013.
- Spence Laschinger, H. K., Leiter, M., Day, A., & Gilin, D. (2009). Workplace empowerment, incivility, and burnout: Impact on staff nurse recruitment and retention outcomes. *Journal of Nursing management*, 17(3), 302-311.
- Stebbins, R. A. (2001). *Exploratory research in the social sciences* (Vol. 48): Sage.
- Veybitha, Y., Alfansi, L., Salim, M., & Darta, E. (2021). The Impact of Stress During the Covid 19 Pandemic on Online Buying Behavior: A Meta-Analysis Study. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 263-273.
- Vickers, M. H. (2010). Introduction—Bullying, mobbing, and violence in public service workplaces: The shifting sands of "acceptable" violence. *Administrative Theory & Praxis*, 32(1), 7-24.
- Welbourne, J. L., Gangadharan, A., & Sariol, A. M. (2015). Ethnicity and cultural values as predictors of the occurrence and impact of experienced workplace incivility. *Journal of occupational health psychology*, 20(2), 205.
- Weraman, P., Purnawan, S., Tira, D. S., & Syamruth, Y. K. (2021). Toward Related Factors Determinants Incident of Covid-19: Indonesian Case. *The International Journal of Social Sciences World (TIJOSSW)*, 3(2), 332-342.