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The Effect of High-Performance Work System on Intention to Leave and Safety Workarounds: The Role of Burnout as Mediation and Mentoring & Coping Mechanism as Moderator

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ABSTRACT

This study aims to analyze the influence of the High-Performance Work System (HPWS) on intention to leave and safety workarounds, with the role of burnout as a mediation variable and mentoring and coping mechanisms as a moderator variable. The study was conducted on non-doctor employees at the Diponegoro National Hospital, Semarang. The method used is a quantitative approach with data collection techniques through questionnaires distributed to respondents. The data was analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results of the study show that HPWS has a negative influence on burnout, which means that the implementation of HPWS can reduce the level of emotional fatigue of employees. In contrast, burnout has a positive effect on the intention to leave and safety workarounds, indicating that employees who experience burnout are more likely to want to leave the company and ignore work safety procedures. In addition, burnout acts as a mediator between HPWS and the two variables. Good HPWS implementation can reduce burnout, thereby reducing employee intentions to move and increasing compliance with safety procedures. This study concludes that the effective implementation of HPWS can reduce employee burnout, reduce the desire to leave work, and increase compliance with occupational safety. Mentoring and coping mechanisms play an important role in strengthening the positive effects of HPWS.

Introduction

Human resources (HR) are valuable assets of an organization. No organization can exist and grow without the appropriate capabilities and competencies of human resources. Most organizations have adopted HR practices such as recruitment and selection, training and development to encourage, motivate, and improve employee morale to achieve organizational goals. Globalization, privatization, deregulation, competition, and

technological advances have resulted in dramatic changes in human resource practices. This change in the environment has forced organizations to adopt a High-Performance Working System (HPWS) (Jyoti et al., 2015). HPWS is typically used to describe integrated or combined human resource practice systems, work structures, and processes designed to produce a high level of employee knowledge, skills, attitudes, motivation, and flexibility. HPWS has a negative impact and also a positive impact on individuals and organizations. Apart from the performance benefits resulting from the implementation of HPWS, the employee's perspective must be considered, especially the psychological and physiological outcomes towards his or her work, such as attitude, motivation, work, and life experience (Han et al., 2020).

Currently, it has become a global issue that hospital workers, in this case nurses, have the intention to leave their jobs or have the intention to leave (ITL) (Rouleau et al., 2012). Intention to Leave is one of the main difficulties faced by some healthcare organizations, leading to inadequate nursing staff, increased work stress due to increased workload, job dissatisfaction, productivity, and the intention to resign and switch to other healthcare services. (Zaheer et al., 2019). Previous research has stated that higher nurse turnover encourages longer hospitalizations and an increase in the number of medical errors. Therefore, it hurts the patient's need for proper high-quality care. Moving intentions can also incur higher costs caused by the need to replace employees, recruit and train temporary staff, and ensure the quality of service. (Albougami et al., 2020).

Based on previous research, work-related organizational factors and employee-related factors influence the decision to leave through a person's job fit and the individual's response to that fit, which in turn affects the employee's intention to stay or leave the workplace. These things are likely influenced by physiological responses such as health problems, cognitive reactions such as negative thoughts towards administration, and finally emotional reactions stemming from work-related and personal factors. (Gaudenz et al., 2019). Intention to leave is one of the attitudes of employees whose focus has developed on negative perceptions of HPWS practices implemented by organizations. Apart from the results of HPWS that have a positive impact, among others, there is an increase in financial value, the quality of a product and innovation, as well as the service and satisfaction of a company's customers.

Burnout from an employee can be seen if the employee shows a slow work sensation, intention to move, and takes psychological agility. In terms of taking the psychological agility of employees within the hospital sector, hospital employee workarounds have also received increased attention over the past 15 years, which has adjusted to an increased focus on patient safety, evidence-based practices, and increased use of health information technology. (Seaman & Erlen, 2015). Workarounds in hospital employees are usually actions taken by nurses or other hospital employees in a health organization to avoid blocks in the workflow and thus achieve the desired goals, but these actions deviate from the protocol set by the organization. This is considered a deviation from practice that puts patients at risk of poor outcomes. (Seaman & Erlen, 2015).

Coping strategies serve as mitigation techniques or training in intellectual and behavioral practices that help extend direct action to resolve the situation ("Sunny", Hu and Cheng, 2010). Many stress management strategies for nurses have different effects on nurse job completion and managing emotions (Labrague et al., 2018). However, approach-oriented strategies are helpful and encouraging in managing life stressors, and difficult and negative behavior attempts. Several studies illustrate that an optimistic approach to stress management strategies positively affects the quality of life of hospital employees. (Cruz et al., 2018) And there is a decrease in symptoms of neglect. Proper planning is necessary for active coping. The most commonly used coping strategies by nurses are self-control, problem-solving approaches, and seeking social support.

Based on the formulation of the problem that has been made, this study has the following objectives:

1. Testing and analyzing the effect of HPWS on burnout in employees in hospitals.
2. Testing and analyzing the effect of burnout on ITL on employees in hospitals.
3. Testing and analyzing burnout on safety workaround in employees in hospitals.
4. Testing and analyzing burnout as a mediator of the influence between HPWS and ITL on employees in hospitals.
5. Testing and analyzing the effect of burnout as a mediator of the relationship between HPWS and safety workaround in employees in hospitals
6. Testing and analyzing mentoring as a moderator of the effect between HPWS and burnout on employees in hospitals.
7. Testing and analyzing mentoring as a moderator of the influence between burnout and ITL.
8. Testing and analyzing the coping mechanism as a moderation of the effect between burnout and safety workaround on hospital employees.

Method

Research Design

According to (Sekaran & Bougie, 2016) The definition of research design is a blueprint plan that is carried out in the form of data collection, measurement, and analysis to answer the questions that exist in the research. In the research conducted, a quantitative approach was carried out where this approach was aimed at looking at the influence of the high-performance work system variable on the variable of intention to leave and safety workarounds which were mediated by the burnout mediation variable and there was also a mentoring and coping mechanism as a moderator variable.

The data collection process carried out in this study uses a survey technique whose respondents are employees of medical personnel (general nurses, dental nurses, midwives, pharmacists, medical records, physiotherapists, CSSD, laboratories, and radiology) at the Diponegoro National Hospital Semarang. A survey is a research design that can be classified based on the approach used to collect data. It can be by observing conditions, behaviors, events, people, or a process. In addition, the research conducted uses a cross-sectional approach. This approach is based on (Sekaran & Bougie, 2016) is

an approach in studies where data is only collected once, and may be done over several days, weeks, or months to answer various questions from existing research. The data collection process in this study will be carried out from December 2023 to January 2024. The unit of analysis in this study is individuals, in this case, employees of the Diponegoro National Hospital Semarang, a State Teaching Hospital in Semarang.

Population, Samples, and Sampling

The following are the population, samples, and sampling in this study.

1. Population

A population is something that refers to an entire group, event, or a particular interesting thing that the researcher wants to explore further. Population is a group of people, phenomena, or interesting things that researchers want to make conclusions based on statistical samples. Based on this definition, the population of the study was 186 employees (general nurses, dental nurses, midwives, pharmacists, medical records, physiotherapists, CSSD, laboratories, radiology) at Diponegoro National Hospital Semarang.

2. Sample

A sample is a representation of data obtained by selecting several elements in a research population, from which conclusions can be drawn about the entire population. The target sample in this study is employees at the Diponegoro National Hospital Semarang. This study took 100% of the population at the Diponegoro National Hospital Semarang consisting of general nurses, dental nurses, midwives, pharmacists, medical records, physiotherapists, CSSD, laboratories, and radiology employees who were used as observation units, which are also known as census techniques. According to Cooper and Schlinder, the 2014 census is a calculation of all elements in a population, where a list of all elements of a population is used as a sample framework. In small, accessible, and varied populations, the accuracy of census use tends to be greater compared to samples.

Research Instruments

In the data collection process carried out, this study uses a questionnaire as a research instrument. A questionnaire is a collection of written questions formulated by the researcher to then be answered by the respondents in a study. The questionnaire will be made online using Google Forms and then will be distributed to employees of the Diponegoro National Hospital Semarang online.

Data Source

There are two types of data sources used in this study, the first is primary and the second is secondary. The following is an explanation of the two types of data sources.

Data Primer

Primary data is data that researchers collect directly for the specific purpose of a study. In this study, primary data was obtained from the results of a survey conducted online and the respondents were employees of the Diponegoro National Hospital Semarang.

Data Seconds

Secondary data is data that has been collected by other parties for research conducted at the moment. In the writing of this study, secondary data was obtained through actual and factual news articles, books, and articles from research journals related to the topic of human resources, management, and other literacy sources.

Data Collection Methods

The method or data collection technique carried out in this study is using a survey distributed through an online questionnaire. The advantages of distributing questionnaires conducted online are that data can be obtained more easily and quickly, gain a better understanding of consumer opinions and preferences, provide access to groups and individuals that are difficult to reach through other channels, and the latter can also cover a large geographical area in the survey.

Descriptive Analysis

This descriptive analysis is used to obtain data that presents the topic or problem being researched so that the characteristics of a group can be understood, as for the characteristics of the respondents to be researched in this analysis, starting from the last education, work department, and length of service.

Validity Test

Validity indicates the extent to which an instrument accurately measures what is intended to be measured, which in this case is the observed behavior. The validity test in this study was carried out Evaluation of Measurement, where an evaluation of the data that had been collected was carried out to be used as a measuring tool of the research variables. In evaluating measurement, it is necessary to carry out convergent validity and discriminant validity. (Sohu et al., 2023). Convergent validity is analyzed by the loading factor which is the value produced by each indicator to measure the variable, where values above 0.4 are maintained, while values below 0.4 are eliminated. Discriminant validity is assessed from the Fornell Larcker criterion which is the correlation value between the variable and the variable itself, and the variable with other variables, to see the correlation of the variable with the variable itself, should not be smaller than the correlation of the variable with other variables.

Reliability Test

The feasibility test is an analysis conducted to show whether the measurement is free of errors and evidence that the measurements in the study are consistent if the measurements are repeated and consistent if they cross in various indicators. In this study, reliability analysis using Cronbach's Alpha and Composite Reliability was used. The values of Cronbach's Alpha and Composite Reliability will be categorized as good reliability if the value is between 0.80 – 1.0, categorized as reliability can be received if the value is between 0.60 – 0.79, and categorized as poor reliability if the value < 0.60.

Results and Discussion

Respondents by Gender

The following is an overview of respondents by gender presented in Table 1.

Table 1
Respondents by Gender Group

Gender	Sum	Percentage
Man	24 people	19,9 %
Woman	97 people	80,1 %
Sum	121 people	100 %

Source: Primary data processed, 2024

The demographics of the respondents who filled in this study showed that non-doctor employees at RSND were dominated by 97 women or 80.1%, while male non-doctor employees amounted to 24 people or 19.9%. Based on data from the HR department of RSND, of the 130 non-doctor employees, female employees are indeed dominated by female employees rather than male employees.

Respondents By Position

The following is an overview of the number of respondents based on their positions presented in Table 2.

Table 2
Respondents Based on Position Groups at RSND

Position	Sum	Percentage
General Nurse	62 orang	51.2 %
Dental Nurse	4 orang	3,3 %
Pharmacy	22 orang	18,2 %
Laborat	11 orang	9,1 %
Midwife	3 orang	2,5 %
Managing Midwife	1 orang	0,8 %
Medical Registration and Records	6 orang	4,9 %
Physiotherapist	3 orang	2,5 %
CSSD	3 orang	2,5 %
Radiographer	3 orang	2,5 %
Nutritionist	1 orang	0,8 %
Medical Physicist	1 orang	0,8 %
Sanitarian	1 orang	0,8 %
Sum	121 orang	100%

Source: Primary data processed, 2024

Respondents' Responses to Research Variables

The answers from the respondents contained an analysis of the frequency of responses of non-doctor employees of Diponegoro National Hospital as research respondents. The results obtained from the respondents' responses based on the questions asked by the researcher are by the variables that the researcher has. There were 28 questions from 6 research variables, namely high-performance work system, intention to leave, safety workarounds, burnout, mentoring, and coping mechanism. Each of these variables uses a 5-point Likert scale.

Evaluation of Measurement Model (*Outer Model*)

The data analysis in this study uses the Partial Least Square-Structural Equation Model (SEM-PLS). The analysis test using SEM-PLS begins by analyzing the loading factor or outer loading, which is the value produced by each indicator to measure the variable. The measurement model or outer model is used as a tool to measure convergent validity and also discriminant validity to measure the value of each indicator. After that, a reality test was carried out with composite reality measurements and also Cronbach's alpha. This is to test whether the statement of each indicator is by the conditions in the field.

Convergent Validity

In analyzing the data, the first thing to do is *convergent validity,* where the first thing to do is to analyze the *loading factor* or *outer loading,* which is the value produced by each indicator to measure the variable, which within the limit is 0.7. So it can be said that the validity test in this study is carried out by a factor analysis test where the test will be said to pass if each question instrument in the existing variable has a *loading factor* value of more than equal to 0.7. Based on the test results, the calculation of *the loading factor/outer loading* value listed in Table 3 was obtained.

Table 3
Outer Loading

Indicator	BO	CM	HPWS	ITL	MEN	SW	Information
BO1	0.827						Valid
BO2	0.809						Valid
BO3	0.854						Valid
BO4	0.870						Valid
BO5	0.757						Valid
CM1		0.710					Valid
CM2		0.835					Valid
CM3		0.715					Valid
CM4		0.836					Valid
CM5		0.742					Valid
HPWS1			0.873				Valid
HPWS2			0.874				Valid
HPWS3			0.813				Valid
HPWS4			0.822				Valid
HPWS5			0.834				Valid
ITL1				0.720			Valid
ITL2				0.878			Valid
ITL3				0.866			Valid
ITL4				0.877			Valid
ITL5				0.915			Valid
MEN1					0.801		Valid

MEN2	0.809		Valid
MEN3	0.868		Valid
MEN4	0.827		Valid
MEN5	0.879		Valid
SW1		0.834	Valid
SW2		0.737	Valid
SW3		0.817	Valid

Based on Table 3, it is known that the factor loading/outer loading value is greater than 0.7. So the 28 indicators in this study are said to be valid and mean that these indicators are significant in measuring a construct.

Furthermore, it is necessary to carry out convergent validity testing using average variance extracted (AVE). Where this value is the value owned by each variable. If the AVE value is below 0.5, it means that there is an invalid indicator, and analysis is needed on the outer loading again. The results of obtaining AVE scores are listed in Table 4.

Table 4
Average Variance Extracted (AVE)

Variable	AVE	Information
BO	0.679	Valid
CM	0.592	Valid
HPWS	0.712	Valid
ITL	0.729	Valid
MEN	0.701	Valid
SW	0.635	Valid

Based on Table 11, it can be seen that all six variables have values above 0.5. This shows that these indicators are all valid and do not need to be re-analyzed on *the outer loading*.

Discriminant Validity

After conducting convergent validity, it is followed by discriminant validity where an assessment is carried out from the Fornell Larcker criterion which is the correlation value between the variable and the variable itself, and the variable with other variables. In this assessment, the correlation of the variable with the variable itself, should not be smaller than the correlation of the variable with other variables. The Fornell Larcker criterion assessment in this study is listed in Table 5.

Table 5
Fornell Larcker Criterion

Variable	BO	CM	HPWS	ITL	MEN	SW
BO	**0.824**					
CM	0.580	**0.770**				
HPWS	-0.323	0.027	**0.844**			
ITL	0.633	0.543	-0.307	**0.854**		
MEN	0.190	0.443	0.267	0.214	**0.837**	
SW	0.568	0.461	-0.258	0.497	0.147	**0.797**

Based on Table 5, the fornell larcker criterion assessment shows that the value of the fornell larcker criterion in the top row is greater than the value in the bottom row with diagonal analysis. This shows that the correlation of variables with the variable itself is greater than the correlation of variables with other variables.

An assessment is carried out to see the correlation between the variables, then look at cross-loading, which is the correlation between indicators and variables. In this assessment, the indicator of the correlation variable must be greater than the correlation between the indicator and other variables. The cross-loading assessment in this study is shown in Table 6.

Table 6
Cross Loading

	BO	CM	HPWS	ITL	MEN	SW
BO1	0,827	0,478	-0,286	0,513	0,167	0,494
BO2	0,809	0,533	-0,178	0,382	0,263	0,378
BO3	0,854	0,535	-0,250	0,560	0,093	0,487
BO4	0,870	0,480	-0,383	0,617	0,086	0,542
BO5	0,757	0,371	-0,196	0,499	0,216	0,413
CM1	0,254	0,710	0,309	0,223	0,567	0,120
CM2	0,524	0,835	-0,140	0,532	0,262	0,460
CM3	0,234	0,715	0,313	0,226	0,483	0,167
CM4	0,636	0,836	-0,117	0,542	0,242	0,461
CM5	0,288	0,742	0,216	0,294	0,511	0,279
HPWS1	-0,309	-0,006	0,873	-0,352	0,174	-0,249
HPWS2	-0,273	0,015	0,874	-0,261	0,242	-0,178
HPWS3	-0,272	0,081	0,813	-0,248	0,234	-0,325
HPWS4	-0,247	0,048	0,822	-0,206	0,311	-0,145
HPWS5	-0,255	-0,023	0,834	-0,209	0,178	-0,178
ITL1	0,383	0,403	-0,130	0,720	0,242	0,218
ITL2	0,508	0,448	-0,311	0,878	0,073	0,419

ITL3	0,574	0,431	-0,316	0,866	0,148	0,411
ITL4	0,590	0,497	-0,245	0,877	0,249	0,488
ITL5	0,608	0,527	-0,284	0,915	0,205	0,526
MEN1	0,131	0,328	0,244	0,150	0,801	0,034
MEN2	0,090	0,416	0,383	0,104	0,809	0,136
MEN3	0,197	0,411	0,122	0,196	0,868	0,183
MEN4	0,139	0,368	0,326	0,175	0,827	0,111
MEN5	0,195	0,355	0,161	0,226	0,879	0,133
SW1	0,465	0,395	-0,126	0,341	0,153	0,834
SW2	0,437	0,343	-0,288	0,370	0,021	0,737
SW3	0,457	0,362	-0,210	0,478	0,171	0,817

Based on Table 6, the cross-loading value of each construct against its latent variable is greater when compared to the construct value for other variables. Based on the Cornell larger criterion and cross-loading, it can be concluded that the discriminant validity in this study has been fulfilled and indicates that the meter used can measure the variables.

Composite Reliability dan Cronbach's Alpha

After the validity test is met, it is necessary to continue with the reliability test. The reliability test is used to test whether the statement of each indicator is by the conditions in the field. Where this is assessed by two assessments, namely composite reliability and Cronbach alpha's. These two values must have a value above 0.7. Based on this explanation, the reliability test assessment can be seen in Table 7.

Table 7 Composite Reliability and Cronbach's Alpha Values

	Cronbach's alpha	**Composite reliability (rho_a)**	**Composite reliability (rho_c)**
BO	0.882	0.892	0.914
CM	0.852	0.907	0.878
HPWS	0.899	0.903	0.925
ITL	0.906	0.922	0.930
MEN	0.896	0.926	0.921
SW	0.711	0.714	0.839

Based on Table 7, it can be seen that all variables have composite *reliability* values above 0.7. This is also the same as *Cronbach's alpha* value where the values are all above 0.7. This shows that each indicator is reliable or effective and also by the conditions in the field.

Structural Model Evaluation (*Inner Model*)

In conducting data analysis, *an evaluation of the structural model* is needed. This evaluation analyzes existing values, where testing is carried out to see the influence between constructs using R square for endogenous variables and see the significance value of the research model.

Coefficient of Determination (R *Square*)

R-square is a value that is only owned by endogenous variables, which is a value that shows the large number of exogenous variables that affect endogenous variables. Where the R-Square value is categorized as strong if it is more than 0.67, moderate if it is more than 0.33 but lower than 0.67, and weak if it is more than 0.19 but lower than 0.33. The R-Square calculation in this study is shown in Table 8.

Table 8
Coefficient of Determination (R-square)

	R-square	R-square adjusted
BO	0.329	0.312
ITL	0.444	0.429
SW	0.375	0.359

Based on Table 8, the output of the R-square value of the exogenous variable HPWS can have a positive influence on the BO mediation variable of 0.329 or 32.9%. Meanwhile, the exogenous variable HPWS through the BO-mediated variable was able to have a positive influence on the endogenous variable ITL of 0.444 or 44.4% and the endogenous variable SW of 0.375 or 37.5%.

Path Analysis (Hypothesis Testing)

Testing the structural influence model serves to explain the variables in a study. The estimation for the structural model relationship, namely the coefficient path, represents the hypothetical relationship between constructs. The path coefficient is a value to show the direction of the variable relationship, which based on the existing hypothesis has a positive or negative direction. After determining the coefficient path, it is necessary to see the significance by looking for the T-statistic value through the bootstrapping procedure. The worksheet framework needs to be calculated through bootstrapping where the hypothesis has influence or significance if it has a T-statistic above 1.96. The next criterion used in hypothesis testing is at a significance level of 5% the P-value value is less equal to than 0.05. The results of the bootstrapping test in this study can be seen in Figure 2 and Tables 9,10.

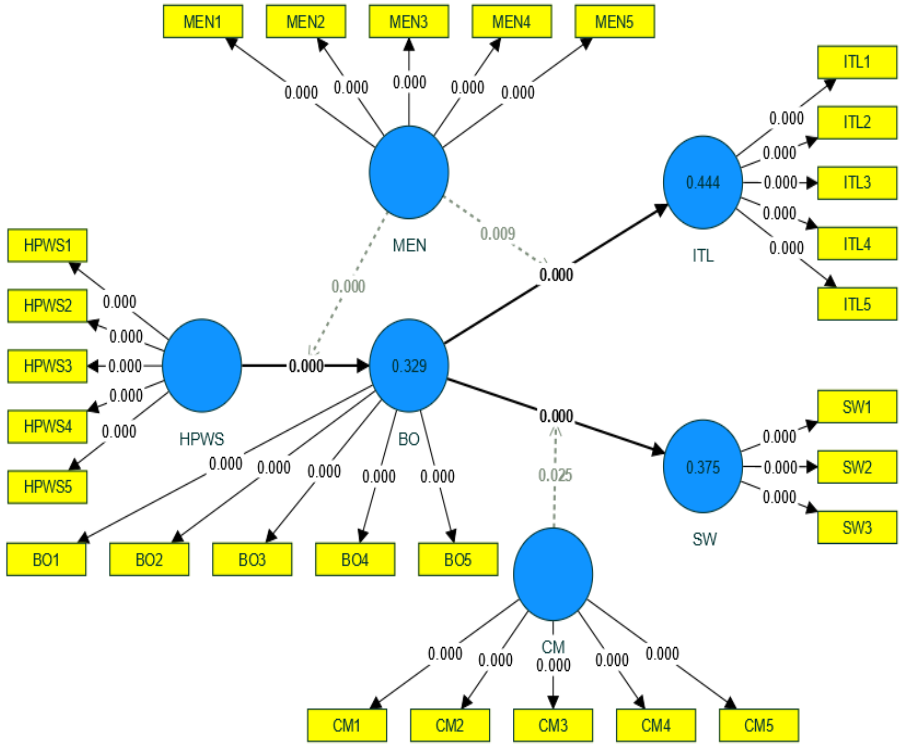

Figure 2. PLS-SEM Structural Model

Table 9
Direct Influence Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
HPWS -> BO	-0.328	-0.334	0.067	4.914	0.000
BO -> ITL	0.527	0.534	0.061	8.609	0.000
BO -> SW	0.433	0.431	0.092	4.681	0.000
MEN x HPWS -> BO	-0.352	-0.339	0.074	4.744	0.000
MEN x BO -> ITL	0.194	0.193	0.074	2.622	0.009
CM x BO -> SW	0.186	0.188	0.083	2.244	0.025

Table 10
Indirect Influence Test

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values

HPWS -> BO -> ITL	-0.173	-0.179	0.042	4.069	0.000
HPWS -> BO -> SW	-0.142	-0.145	0.045	3.141	0.002

High-Performance Work System Negatively Affects Burnout

Hypothesis 1 in this study is that there is a negative influence of high-performance work systems on burnout. Table 9 above shows that the T value is 4.914 above the critical value of 1.96 and the p-value < 0.05. Therefore, the values of T and P are qualified so that hypothesis 1 is supported.

Burnout Positively Affects the Intention to Leave

Hypothesis 2 in this study is that there is a positive influence of burnout on intention to leave. Table 16 above shows that the T value is 8.609 above the critical value of 1.96 and the p-value < 0.05. Therefore, the values of T and P are qualified so that hypothesis 2 is supported.

Burnout Positively Affects Safety Workarounds

Hypothesis 3 in this study is that there is a positive effect of burnout on safety workarounds. Table 16 above shows that the T value is 4.681 above the critical value of 1.96 and the p-value < 0.05. Therefore, the values of T and P are qualified so that hypothesis 3 is supported.

Mentoring Moderates the Effect of High-Performance Work Systems on Burnout

Hypothesis 6 in this study is that mentoring strengthens the negative influence of the high-performance work system on burnout. Table 16 above shows a T value of 4.744 above the critical value of 1.96 and a p-value < 0.05. Therefore, the values of T and P are qualified so that **hypothesis 6 is supported**

Mentoring Moderates the Effect of Burnout on Intention to Leave

Hypothesis 7 in this study is that mentoring weakens the positive influence of burnout on the intention to leave. Table 16 above shows a T value of 2.622 above the critical value of 1.96 and a p-value < 0.05. Therefore, the values of T and P are qualified so that **hypothesis 7 is supported.**

Coping Mechanism Moderates Burnout against Safety Workarounds

Hypothesis 8 in this study is that the coping mechanism strengthens the positive influence of burnout on safety workarounds. Table 16 above shows a T value of 2.244 above the critical value of 1.96 and a p-value < 0.05. Therefore, the values T and P are qualified until **hypothesis 8 is supported.**

Burnout Mediates the Effect of High-Performance Work System on Intention to Leave

Hypothesis 4 in this study is that burnout mediates the influence of a high-performance work system on the intention to leave. Table 17 above shows that the T value

is 4.069 above the critical value of 1.96 and the p-value < 0.05. For this reason, the values of T and P are qualified so that **hypothesis 4 is supported**.

Burnout Mediates the Effect of High-Performance Work Systems on Safety Workarounds

Hypothesis 5 in this study is that burnout mediates the influence of high-performance work systems on safety workarounds. Table 17 above shows that the T value is 3.141 above the critical value of 1.96 and the p-value < 0.05. For this reason, the values of T and P are qualified so that **hypothesis 5 is supported.**

Effect of High-Performance Work System on Burnout

The effect of HPWS on burnout based on data analysis obtained a statistical T value of 4.914 and a p < value of 0.05 which means that there is a significant negative influence on the influence of HPWS on burnout which means that the better an organization implements a high-performance work system in the application to its employees, the less burnout conditions from its employees, so that **H1 is supported.** This explains that the implementation of a high-performance work system has occurred at the Diponegoro National Hospital Semarang, among others, with the organization trying to educate employees, making it possible for employees to take formal internal courses or training, paying employee salaries above average, having a formal career plan from the organization for its employees, and the freedom of the organization for employees to plan their work.

The results of this study support previous research which says that HPWS facilitates employees to obtain critical resources to meet the job demands of employees which reduces the level of employee burnout. (Kilroy et al., 2016). Human resource (HR) practices that improve skills and abilities related to employee duties and development, also reduce employee emotional fatigue. Opportunities HR practices provide opportunities for employees to participate in decision-making and incorporate suggestions from workers for the well-being of the organization, which increases employees' sense of attachment and responsibility to the organization. (Jyoti et al., 2015). It is also in line with Macky & Boxall, that HPWS has revealed a positive impact on job satisfaction, organizational commitment, and trust in management. (Macky and Boxall, 2008), On the same hand, it is also proven that training and performance management hurt emotional fatigue, which is part of burnout (Harley, Sargent and Allen, 2010). So it can be concluded that a high-performance work system hurts employee burnout in the hospital realm.

Effect of Burnout on Intention to Leave

The effect of burnout on intention to leave based on data analysis obtained a T-statistic of 8.609 and a p < value of 0.05, which is 0.000, which means that there is a significant positive influence on the effect of burnout on intention to leave, which means that the higher the burnout of an employee, the higher the intention to transfer employees from the organization so that **H2 is supported**. Burnout in employees of Diponegoro National Hospital Semarang is shown in Table 7, where on average has a low value. For

Intention to Leave itself, it is shown in Table 5 with a fairly low average. It can be said that a small number of employees experience burnout, which is characterized by employees who feel emotionally drained, tired at work, and feel that they are working too hard at Diponegoro National Hospital Semarang has the intention to leave the organization or intention to leave as evidenced by the fact that some employees have the thought of changing the organization since starting to work for the company. have the intention to not be with the company for more than a few years, and are active or planning to look for another job in a different organization.

Burnout refers to physical, emotional, and mental exhaustion, which can leave individuals feeling tired, frustrated, and drained of energy. (Deery, Walsh and Guest, 2011), This is considered by the conditions of several employees at the Diponegoro National Hospital Semarang. Burnout, which is considered a very serious occupational health hazard, is often associated with employee turnover. (Schwarzkopf et al., 2017), Where this is also to the condition of some employees who have the intention to leave the organization or intention to leave. Thus this states that burnout has a significant and positive effect on ITL, which is to the statement of (Jyoti et al., 2015), and it is proven that high levels of burnout can cause employees to think about leaving the organization the statement from (Boyas, Wind and Ruiz, 2013).

Effect of Burnout on Safety Workarounds

The effect of burnout on safety workarounds based on data analysis obtained a T-statistic value of 4.681 and a p < value of 0.05, which is 0.000, which means that there is a significant positive influence on the influence of burnout on safety workarounds, which means that the higher the burnout of an employee, the higher the intention of deviations in the work process to overcome obstacles in the organization so that **H3 is supported**. Burnout in employees of Diponegoro National Hospital Semarang is shown in Table 7, where on average has a low value. Meanwhile, safety workarounds are shown in Table 6, which on average have a low value. It can be said that a small number of employees experience burnout, which is characterized by employees who feel emotionally drained, tired at work, and feel that they work too hard at Diponegoro National Hospital Semarang to regularize the work process to overcome an obstacle in the organization or safety workarounds which are characterized by a small number of employees who ignore safety regulations to complete their work and do not follow safety procedures by expecting of faster working time.

The Effect of Burnout as a Mediation Variable The Effect of High-Performance Work System on Intention to Leave

The effect of burnout as a mediating variable from the influence of a high-performance work system on intention to leave based on data analysis obtained a T-statistic value of 4.069 with a p > value of 0.05, which is 0.000. This means that the influence of the high-performance work system has a negative and significant effect on the intention to leave through burnout, so **H4 is supported**. This shows that the implementation of a high-performance work system at Diponegoro National Hospital has fostered a culture or environment that makes its employees minimize burnout. This is

shown in Table 7 where the average burnout value has a low number. Things from minimal burnout from employees make the intention to move from the employee also small, this is shown in Table 5 which has a low average value.

The Effect of Burnout as a Mediation Variable The Effect of High-Performance Work System on Safety Workarounds

The effect of burnout as a mediating variable from the influence of high-performance work systems on safety workarounds based on data analysis obtained a T-statistic value of 3.141 with a p > value of 0.05, which is 0.002. This means that the influence of high-performance work systems has a negative and significant effect on safety workarounds through burnout, so **H5 is supported**. This shows that the implementation of a high-performance work system at Diponegoro National Hospital has fostered a culture or environment that makes its employees minimize burnout. This is shown in Table 7 where the average burnout value has a low number. The things of minimal burnout from employees make safety workarounds from those employees will also be small, this is shown in Table 6 which has a low average value.

The Effect of Mentoring as a Moderating Variable The Effect of High-Performance Work System on Burnout

Based on the results of the analysis, it was explained that hypothesis 6 was accepted, which means that mentoring was proven to moderate the influence of HPWS on burnout. In this study, an average of 3.44 points were obtained for filling out the mentoring questionnaire which was in the medium category, which means that the average employee of Diponegoro National Hospital thought that when mentoring was implemented, the negative influence of the high-performance work system on burnout was stronger. This means that in a hospital environment that conducts a high-performance work system for its employees, the implementation of mentoring is needed because this reduces burnout among hospital employees.

A study conducted by Qian et al., 2024 said that leaders/mentors help employees understand how HPWS works better. In this process, mentors provide varied career/psychosocial support, which helps reduce stress, anxiety, emotional exhaustion, and others among employees. (Qian et al., 2014). Similarly, HPWS also gives greater autonomy and work control to its employees to reduce their burnout rates. So, the interaction of HPWS attributes and mentoring has a synergistic effect in reducing employee burnout. A well-defined career path established through HPWS along with career support from mentors, helps employees to achieve their career goals and also reduces their career-related anxiety. Furthermore, the psychological support of mentors at HPWS helps employees build a better work-life balance and reduce work fatigue.

The Effect of Mentoring as a Moderating Variable The Effect of Burnout on Intention to Leave

Based on the results of the analysis, it was explained that hypothesis 7 was accepted, which means that mentoring was proven to moderate the effect of burnout on the intention to leave. In this study, the average value of filling out the mentoring questionnaire was

3.44 which was in the medium category, which means that the average employee of Diponegoro National Hospital thought that when mentoring was applied, it would weaken the positive influence of burnout on intention to leave. This means that in a hospital environment, employees who experience burnout when mentoring is applied will reduce the desire or intention to move from the organization.

The Effect of Coping Mechanism as a Moderating Variable The Effect of Burnout on Safety Workarounds.

Based on the results of the analysis, it was explained that hypothesis 8 was accepted, which means that the coping mechanism was proven to moderate the effect of burnout on safety workarounds. In this study, the average value of filling out the coping mechanism questionnaire was 3.16 which was in the medium category, which means that the average employee of Diponegoro National Hospital thought that when the coping mechanism was applied, it would weaken the effect of burnout on safety workarounds. This means that in a hospital environment, employees who experience burnout when a coping mechanism is applied will reduce the desire to deviate from work processes or workarounds.

Conclusion

The results showed that the implementation of HPWS had a significant influence on burnout in non-doctor employees, with a negative relationship. This means that the better the implementation of HPWS, the lower the burnout rate experienced by employees. An enhanced work environment through HPWS helps employees reduce emotional fatigue that can potentially arise. Furthermore, burnout has been shown to have a positive influence on the intention to leave. This means that when employees experience burnout, they tend to have a greater desire to leave the company. This condition shows that burnout plays a driving factor that makes employees feel like looking for a better work environment. In addition, burnout also has a positive effect on safety workarounds, which is the act of ignoring safety regulations at work. Employees who experience emotional fatigue tend to ignore safety procedures more often to get the job done faster. This confirms that burnout conditions can increase the risk of non-compliance with occupational safety standards.

This study also found that burnout mediated the influence of HPWS on intention to leave. In other words, a good implementation of HPWS can reduce burnout, which in turn lowers the employee's intention to leave the company. HPWS creates a more supportive work environment so that employees feel more comfortable and motivated to continue working in the hospital. Finally, burnout also mediates the influence of HPWS on safety workarounds. Effective implementation of HPWS can reduce burnout rates, which ultimately minimizes the tendency of employees to ignore safety regulations. In other words, HPWS creates a more conducive work culture, so that employees are more motivated to follow safety procedures properly. Overall, the results of this study emphasize the importance of implementing HPWS in managing burnout and reducing its negative impact on employees' intention to leave the company as well as compliance with occupational safety procedures.

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