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Burnout, Job Satisfaction, Organizational Commitment to Turnover Intention: Study on Private Hospital Nurses in Denpasar, Indonesia

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Abstract:

In general, managing an organization or company is optimizing various existing resources so that organizational goals are achieved properly. Human resources are the most important among existing resources because they will mobilize and optimize other resources. In hospitals, nurses are one such asset. So if the hospital wants its assets to remain good, then the hospital must maintain its assets. One of the causes of the desire to quit is the high workload and burnout among nurses. The purpose of this study was to examine the effect of burnout on the turnover intention by moderating job satisfaction and organizational commitment. Data were collected through a questionnaire instrument (Likert Scale) which had been tested for validity and reliability. In contrast, the sample is determined to be as many as 70 people with an incidental sampling technique. Furthermore, the collected data were analyzed using the SEM-PLS analysis technique. The results of the study stated that:

- *Burnout had a positive and significant effect on the turnover intention of nurses at Bali Royal Hospital Denpasar.*
- *Job satisfaction is not a moderating effect of burnout on the turnover intention of nurses at Bali Royal Hospital Denpasar.*
- *Organizational commitment is not a moderator of the effect of burnout on nurses' turnover intention at Bali Royal Hospital Denpasar.*
- *Job satisfaction is not a moderating effect of burnout on the turnover intention of nurses at Bali Royal Hospital Denpasar.*
- *Organizational commitment is not a moderator of the effect of burnout on nurses' turnover intention at Bali Royal Hospital Denpasar.*

Keywords: *Burnout, job satisfaction, organizational commitment, turnover intention*

1. Introduction

Maintaining the workforce to remain in the organization is the main thing for the organization to ensure the implementation of organizational goals. Employees are considered one of the most important organizational assets. It is very important for companies to create a work atmosphere that supports psychological well-being (Charoensukmongkol, Moqbel, & Gutierrez-Wirsching, 2016). Various studies have long stated fatigue as a contextual determinant of employee outcomes at work, and it is widely recognized that it mostly arises as a negative affective response to chronic work stress Cahyaningrum (2018). Recent research has shown that burnout can be detrimental to the workforce and can have a harmful effect on employee attitudes and behavior (Weigl et al., 2016), likewise for organizations that employ nurses as a driving force for their activities. As an institution that employs nurses, the hospital is interested in making nurses stay in the organization. Nurses are the second stakeholder after doctors, where the position of nurses has a huge role in health service activities to the community. Health care is one of the toughest workplaces, full of stressors. The health sector has become one of the most popular research areas among researchers considering burnout theory and practice (Ramdan dan Fadli, 2016; Tarcan et al., 2016; Permatasari dan Laila, 2021). In the related literature, various evidence supports the assumption of negative outcomes of burnout and its interaction with turnover intention (Han, Bonn, & Cho, 2016; Lu & Gursoy, 2016). In the related literature, evidence supports the assumption of negative outcomes of burnout and its interaction with the intention to leave or switch. Individuals intend to move through a series of phases in a more or less predictable sequence (Steel, 2002). Loss of productivity or quality in the workplace can occur if individual burnout is not prevented. Consequently, it can lead to individual reductions in moral, psychological, or physical health (Pienaar &

Willemse, 2008). This argument is valid in the health sector because exhausted and unpersonalized staff have higher levels of turnover intention (Cahyaningrum, 2018).

The results of initial observations at the Bali Royal Hospital in Denpasar showed that the phenomenon of the level of nurse work fatigue was feared to be the cause of the nurse's desire to leave. Based on preliminary exploration of the Bali Royal Hospital, information was obtained that there was a tendency to switch nurses at the Bali Royal Hospital, where the turnover rate of nurses in the last three years showed a high number. The following is the turnover data for the last three years:

Information	2017	2018	2019
	Person	Person	Person
Number of initial nurses	160	156	161
Number of incoming nurses	28	23	15
Number of nurses out	32	18	26
Final number of nurses	156	161	150
Labor Turnover	20.25	11.36	16.72

Table 1: Bali Royal Hospital Nurse Turnover Data 2017-2019

Source: Human Resource Department, Bali Royal Hospital, 2019

Turnover Intention nurses tend to be more common in private hospitals. Private hospitals have rules, guidelines, and commitments that are regulated internally. Nurses are required to work professionally with a high workload. In essence, the turnover intention is not only a personal matter but also important for the organization. The employee's desire to leave the organization can be expressed in the form of a plan to find work in a new place. Fatigue at work is the reason that ultimately causes nurses to leave their jobs. Maslach and Jackson (1984) define burnout as a three-dimensional syndrome, namely emotional exhaustion, depersonalization, and reduced individual achievement. Work fatigue is the cause of nurses experiencing job dissatisfaction. This is indicated by the research findings of Akin et al. (2002), that the desire to change nurses' jobs is related to workload and the level of fatigue related to work and job dissatisfaction.

There are many empirical studies in the literature based on motivation theory that reveals that increasing support for employee organizational commitment can have a negative effect on employee turnover intention. The high organizational commitment in the company is able to reduce the level of employee turnover intention (Kharismati & Dewi, 2016), which is one of the negative deviant behaviors (Eisenberger et al., 2002; Khan et al., 2015; Shanock & Eisenberger, 2016). Social exchange theory suggests that significant support from superiors can help employees feel closer and affiliated, and they return to the organization by assisting their superiors in achieving organizational goals (Weigl et al., 2016). Although vitality has become an important research topic while trying to understand intergroup relationships, there is a dearth of evidence showing its effect on employee withdrawal intentions (Abrams et al., 2009). For this purpose, this study aims to analyze employee behavior by identifying the moderating effect of subjective vitality and supervisor support on the relationship between burnout and turnover intention.

The high desire to leave the work of nurses at the Bali Royal Hospital in Denpasar can negatively impact the hospital's general activities. In addition, this can also create instability and uncertainty in the nurse's condition. Turnover intention is closely related to job satisfaction and organizational commitment. The existing phenomenon states that the desire to leave is not influenced by work fatigue which is moderated by job satisfaction and organizational commitment. Job satisfaction and organizational commitment, which act as moderating variables here, can strengthen or weaken the relationship between burnout/job burnout and turnover intention. This study aims to analyze the effect of burnout on the turnover intention with moderating variables of job satisfaction and organizational commitment.

2. Literature Review

2.1. Social Exchange Theory

George Homans developed the Social Exchange Theory (SET) in 1958, stating that individuals seek to maximize their personal gain. SET is the conceptual framework for this research. The proposition of his theory is that social behavior results from an exchange process based on the desire to maximize personal benefits and minimize personal losses (Miller & Bermudez, 2003).

The purpose of the SET application is to validate the benefits for both parties involved, which cannot be achieved by each party independently (Mukherjee & Bhal, 2017). For employees, turnover intentions increase once they feel they are giving more to the manager or company than they are receiving. Lefurther Bass (1990) stated that SET theory aims at understanding the relationship between leaders and their subordinates and the factors related to documents (Mowday et al., 1982). Positive and negative exchanges with individuals and organizations (leaders and organizations) affect employee behavior and feelings of commitment to achieving goals (Brown, 2005). According to SET theory, individuals in organizations enter into exchange relationships with others because of the motivation to obtain rewards.

2.2. Turnover Intention

According to Mobley (1978), the turnover intention is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choice. Andini (2006) states that turnover intention is a desire that arises from an employee leaving the company and his job to find a better job.

Martin in Ridlo (2012:13) says that turnover intention is the level of employee desire or intention to leave the organization. According to Mobley in Ridlo (2012:13), the turnover intention is behavior such as absenteeism and lethargy shown by employees in their work. Turnover Intention is the desire of employees to leave the company. The emotional attitude of employees will affect their intention to leave (Green et al., (2013). Mahdi et al. (2012) said that turnover intention is the desire of employees who tend to want to quit their jobs based on their own desires. Waspodo et al. (2013) stated that turnover intention is the desire of employees to leave the company and try to find another job that is better than before.

Meanwhile, Sutanto and Gunawan (in Mujiati et al., 2016) suggest that turnover intention is a person's awareness to look for alternative jobs in other organizations. According to Muamarah and Kusuma, turnover intention (Mujiati et al., 2016) is a desire to leave and find another job that is better than the previous job. According to Bluedorn (in Mufidah, 2016), the turnover intention is an attitude tendency or level at which an employee has the possibility to leave the organization or resign voluntarily from his job. According to Harninda (in Gandika, 2015), the turnover intention is the desire to move, which has not yet reached the realization stage, namely, moving from one workplace to another.

Based on the descriptions stated above regarding the definition of turnover intention, it can be concluded that turnover intention is the tendency or intensity of an individual to leave the organization for various reasons, one of which is the desire to get a better job. According to Mobley et al., in Tika Nur Haimah et al. (2016), the indicators for measuring turnover intention consist of the following:

- Thinking of Quitting: It reflects individuals to think about leaving work or staying in the work environment. Beginning with job dissatisfaction felt by employees, and then employees begin to think about leaving their current workplace,
- Intention to search for alternatives: It reflects the individual's desire to find work in other organizations. If the employee has started to often think about leaving his job, the employee will try to find a job outside his company that is considered better,
- Intention to quit: It reflects the individual who intends to leave.

2.2.1. Burnout/Work Fatigue

According to Pines & Maslach (1993), Burnout Work fatigue is a fatigue syndrome, both physically and mentally, which includes:

- Developing a negative self-concept,
- Lack of concentration, and
- Negative work behavior

This situation makes the atmosphere at work cold and unpleasant, dedication and commitment are reduced, and employee performance is not optimal. This also makes workers keep their distance, not wanting to be involved with their environment. Burnout or work fatigue is also influenced by a mismatch between the effort and what is obtained from the job.

According to Pines and Aronson (1989), burnout is physical, emotional, and mental exhaustion caused by long-term involvement in situations that are full of emotional demands. Schaufelli (1993) also defines burnout as a psychological syndrome consisting of three dimensions:

- Emotional exhaustion,
- Depersonalization, and
- Decreased personal achievement

So when a worker gets excessive physical and mental pressure, the worker will be susceptible to burnout syndrome, which will affect the performance of the worker. Burnout is fatigue that occurs because a person works too intensely without paying attention to his personal needs. Based on the description above, it can be concluded that burnout is a psychological syndrome caused by an extraordinary feeling of exhaustion both physically, mentally, and emotionally. The impact of burnout can cause a person to be disturbed, decrease personal achievement at work and ultimately increase the intention to move.

Choi & Kim (2013) stated that there is a positive influence between fatigue and turnover intention. In addition, research by Rizal & Badaruddin (2017) and Ardiyanti (2019) found that work fatigue has a significant effect on turnover intention. This shows that the more tired the workers are, the higher the possibility of workers experiencing turnover intention. This is supported by the results of research from Ibrahim et al. (2017) that burnout has a positive and significant effect on turnover intention. Thus, a nurse who realizes and experiences work fatigue will have a desire to leave within themselves, meaning that when a nurse's work fatigue increases, the desire to leave the nurse also increases.

- H1: Burnout has a positive and significant effect on the turnover intention of nurses at the Bali Royal Hospital in Denpasar.

2.3. Job Satisfaction

Job satisfaction is a positive attitude from the workforce, including feelings and behavior towards their work through the assessment of one job as a sense of appreciation for achieving one of the essential values of the job (Afandi,

2018). According to Nuraini (2013), job satisfaction is enjoyed in a job that gets praise, work results, placement, treatment, equipment, and a good working environment. Employees who prefer to enjoy job satisfaction at work will prioritize work over remuneration even though remuneration is important.

A satisfied employee is less likely to be absent, contribute positively, and stay with the company. In contrast, dissatisfied employees:

- May be absent more frequently,
- May experience stress that annoys co-workers, and
- May continually seek other work (Moorhead & Griffin, 2013)

Job satisfaction is an individual's assessment of his work, where satisfaction or dissatisfaction distinguishes between expectations and reality (Achema & Afoi, 2010). Each individual has a different level of satisfaction according to the value system that applies to him. Someone who has high job satisfaction has a positive attitude toward his job. On the other hand, someone who is dissatisfied with his job will have a negative attitude (Robbin, 2012). The research of Seed et al. (2010) in the United States stated that nurses who spent more time directly with patients had higher levels of job satisfaction. The dimensions of nurse job satisfaction in this study were adopted from several studies conducted by Funmilola et al. (2013), Kim (2013), and Khalid et al. (2011), which consist of five dimensions:

- Salary,
- Supervisor/supervisor,
- Promotion,
- The job itself,
- Co-workers

This is motivated by the suitability of the factors to measure job satisfaction in private hospital nurses in Denpasar.

Job satisfaction and organizational commitment are related, but they are two distinct attitudes. Job satisfaction is associated with an effective response to the work environment immediately, whereas organizational commitment is more stable and durable. Workers may temporarily dislike their jobs but remain committed to their organizations. Research conducted by Dwityanto and Amalia (2012) states that employees with low commitment can negatively impact the company, such as decreased productivity, work quality, satisfaction, ignoring regulations, absenteeism, and employee turnover. On the other hand, high organizational commitment will positively influence job satisfaction, morale, good work performance, and the desire to continue working in the company.

- H2: Job satisfaction moderates the effect of burnout on the turnover intention of nurses at the Bali Royal Hospital in Denpasar

2.4. Organizational Commitment

Organizational commitment is a behavioral dimension that can be used to measure and assess the strength of members within an organization in carrying out their duties and obligations to the organization. Commitment can be seen as a value orientation towards the organization that shows what individuals really think about, pay attention to, and prioritize their work and organization. Individuals voluntarily give all efforts and mobilize and develop their potential to help the organization achieve its goals.

Porter and Mowdat et al. (in Kuntjoro, 2002) define organizational commitment as the relative strength of individuals in identifying their involvement in the organization. This can be characterized by three things:

- Acceptance of the values, and
- Goals of the organization, and
- The desire to maintain membership in the organization (becoming part of the organization)

Organizational commitment is a condition in which an employee sides with a particular organization and its goals and desires to maintain membership in the organization. So, according to Robbins (2008), high job involvement means siding with an individual's particular job, while high organizational commitment means siding with the organization that recruited the individual

Mathis and Jackson (2006) state that organizational commitment is the degree to which employees believe in and accept organizational goals and desire to stay with the organization. Hunt and Morgan (in Sopiah, 2008) suggest that employees:

- Have a high organizational commitment,
- Have trust and accept the goals and values of the organization,
- Have the desire to strive towards achieving organizational goals,
- Have a strong desire to survive as a member of the organization

According to Luthans (2006), organizational commitment is a strong desire to remain a member of a particular organization, the desire to strive in accordance with the wishes of the organization, as well as certain beliefs and acceptance of the values and goals of the organization. In other words, it is an attitude that reflects employee loyalty to the organization and a continuous process in which members of the organization express their concern for the organization and its success and continuous progress.

Allen and Meyer (in Aamodt, 2004) formulate the components of commitment that affect organizational commitment so that employees choose to stay or leave the organization based on their norms. The three commitments are:

2.4.1. Affective Commitment

It is related to the desire to be bound to the organization because of his own will. In this type of commitment, the individual feels that there is a match between his personal values and organizational values.

2.4.2. Continuance Commitment

Continuance commitment is a commitment based on rational needs. In other words, this commitment is formed on the basis of profit and loss, considering what must be sacrificed if it will stay with the organization. The key to this type of commitment is more based on its attachment to cost benefits analysis.

2.4.3. Normative Commitment

It is a commitment based on the norms that exist within the individual, containing the individual's belief in responsibility for the organization. Individuals feel compelled to survive because of loyalty. The key to this commitment is the obligation to stay in the organization (ought to). This type of commitment is due to the moral values that the individual has personally.

Martadiani et al. (2022) stated that job satisfaction negatively and significantly affects nurses' turnover intention. This means that the higher the job satisfaction of nurses, the lower the intention to move (Indrayanti & Riana, 2016; Widyasari & Manuati, 2017). When people are dissatisfied with their jobs and lack organizational commitment, they are expected to think about quitting. Working in the healthcare industry can be monotonous. Employees feel a low sense of accomplishment, making them less satisfied with their jobs and more prone to forcing the urge to switch.

The results of Jehanzeb et al. (2013) showed a negative relationship between organizational commitment and turnover intention. Ahmed (2003) stated that organizational commitment had a negative effect on turnover intention. This is in accordance with the results of Khan's (2014) research, which showed that high organizational commitment will result in a decrease in employee turnover intention. Then in Martin & Roodt's (2008) research, it is stated that employees with a high level of organizational commitment have a low turnover intention. Furthermore, Eka's research (2014) states that organizational commitment has a negative effect on employees' intention to leave. The higher the employee's sense of care, the less the desire to leave.

- H3: Organizational commitment moderates the effect of burnout on the turnover intention of nurses at Bali Royal Hospital in Denpasar.

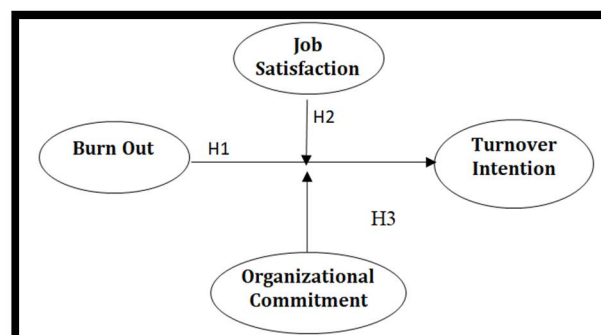


Figure 1: Research Conceptual Framework

3. Research Methods

Mudjiyanto (2018) explained that several experts explained that there were three types of research, namely exploratory research (aiming to explore), descriptive (aiming to describe), and explanative (aiming to test). Given that this research is to test, then this research can be categorized as explanative research. This study was carried out on private hospital nurses in Denpasar city who had worked for more than one year with the object of research regarding *burnout*, job satisfaction, organizational commitment, and turnover intention. The research population is the Bali Royal Hospital nurse in Denpasar city who has worked for more than one year. The sample size for PLS-SEM with the maximum likelihood estimation model is 100 – 200 samples (Ghozali, 2004), or five times the number of indicators (5 x 14 indicators = 70 samples). The sampling process or sampling technique was carried out by incidental sampling in accordance with the nurse's criteria.

Data was collected through a questionnaire instrument (with a Likert scale) which had been tested for validity and reliability. This study uses primary data by collecting data from private hospital nurses in Denpasar who have worked for more than one year. The data collected were then tabulated and analyzed using the SEM-PLS analysis technique (SmartPLS application) to test the hypothesis.

No.	Variable	Definition	Indicator
1.	<i>Burnout</i> work fatigue (X)	Physical, emotional, and mental exhaustion caused by long-term involvement in emotionally demanding situations.	Emotional exhaustion, (X1) Depersonalization, (X2) Decreased personal achievement (X3)
2.	Job satisfaction(M1)	Job satisfaction is an individual's assessment of his work where satisfaction or dissatisfaction distinguishes between expectations and reality	Salary, (M1.1.) Supervisor/supervisor, (M1.2) Promotion, (M1.3) The work itself; (M1.4) Work colleague (M1.5)
3.	Organizational commitment(M2)	Organizational commitment is the degree to which employees believe in and accept organizational goals and desire to stay with the organization	<i>Affective commitment</i> (M2.1) <i>Continuance commitment</i> (M2.2)) <i>Normative commitment</i> (M2.3)
4.	<i>Turnover intention</i> (Y)	<i>Turnover intention</i> is a desire that arises from an employee to leave the company and his job to find a better job	Thinking of quitting (Thinking of Quitting (Y1) Search for alternative jobs (Intention to search for alternatives) (Y2) Intention to quit (Intention to quit): (Y3)

Table 2: Operationalization of Research Variables

Source: Pines and Aronson (1989), Achema & Afoi, (2010).

Funmilola et al. (2013), Kim (2013), Khalid et al. (2011), Andini (2006), Mathis and Jackson (2006)

4. Results and Discussion

To find out respondents' perceptions of how the role of job satisfaction and organizational commitment moderates the effect of burnout on the turnover intention of nurses in private hospitals in Denpasar. This research was conducted by distributing questionnaires containing respondents' perceptions of job satisfaction, organizational commitment, burnout, and turnover intention. Questionnaires were given to the Bali Royal Hospital private hospital nurses in Denpasar who had worked for more than one year with as many as 75 people.

No	Characteristics	Classification	Amount (Person)	Amount (%)
1	Gender	Man	20	28.57
		Woman	50	71.43
		Amount	70	100
2	Age	20-24 years	30	42.85
		25 -29	20	28.57
		30-34	14	20
		35-40	6	8.58
	Amount		70	100
3	Years of service	1-4	40	57.14
		5-8	15	21.43
		9-12	10	14.29
		>12	5	7.14
4	Kindergarten Education			
		D3	20	28.57
		S1	48	68.57
		S2	2	2.86
		Amount	70	100

Table 3: Characteristics of Respondents

This study uses PLS (Partial Least Square) to analyze the effect of exogenous variables on endogenous variables in this study. The results of the calculation of the outer loading value show that all indicators have met the valid requirements based on the convergent validity criteria, namely, the outer loading value is above 0.60 and is significant (P.value <0.05). The results show that the AVE value of all constructs is > 0.50, and the value that makes up one construct is higher than the cross-loading value, so it meets the valid requirements based on the discriminant validity criteria. Other

results also show that the value of composite reliability and Cronbach Alpha of each construct has a value greater than 0.60 to meet the reliability requirements based on the composite reliability criteria.

4.1. Hypotheses Testing Results

Hypothesis testing consists of three hypotheses:

- Burnout has a positive and significant effect on the turnover intention of nurses at the Bali Royal Hospital in Denpasar
- Job satisfaction moderates the effect of burnout on the turnover intention of nurses at the Bali Royal Hospital in Denpasar
- Organizational commitment moderates the effect of burnout on the turnover intention of nurses at Bali Royal Hospital in Denpasar

Each research hypothesis is evaluated in detail based on testing results and research processed with SmartPLS 3.0 software. Hypothesis testing is expected to be H_0 rejected or sig value < 0.05 (or t statistic value > 1.96 with a significant level of 0.05). The results of the analysis are shown in table 4.

Path Analysis	Coefficient	t-test	P Values	Information
MOD1 -> TOI	0.342	2,472	0.014	Significant
MOD1<>X1 -> TOI	0.020	0.157	0.875	Not significant
MOD2 -> TOI	-0.040	0.322	0.747	Not significant
MOD2<>X2 -> TOI	0.043	0.348	0.728	Not significant
X1 -> TOI	0.569	5.308	0.000	Significant

Table 4: Path Analysis and Statistical Testing

5. Discussion

Provide information that burnout shows a positive and significant effect on turnover intention, where the path coefficient shown is 0.569 with t-statistics $5.308 > 1.96$. The results of this test show that Hypothesis 1(H1) is accepted. This states that the higher the burnout, the higher the turnover intention. The results of this study are in line with previous research conducted by Choi & Kim (2013), which states that there is a positive influence between fatigue and turnover intention. In addition, research by Rizal & Badaruddin (2017) and Ardiyanti (2019) found that work fatigue significantly influences turnover intention.

Provide information that job satisfaction is not a moderator of the effect of burnout on *turnover intention*, where the path coefficient shown is 0.043 with t-statistics $0.157 > 1.96$. The results of this test show that Hypothesis 2(H2) is rejected. This states that job satisfaction cannot reduce nurses' turnover intention. The results of the respondents' answers regarding the job satisfaction variable show sufficient satisfaction results. The results of the respondent's characteristics show that the working period of nurses is 57.14 percent ranging from 1 to 4 years. This means that nurses have not maximally felt job satisfaction.

Provide information that organizational commitment does not moderate the effect of burnout on *turnover intention*, where the path coefficient shown is 0.208 with a t-statistic of $0.728 > 1.96$. The results of this test show that Hypothesis 3(H3) is rejected. This means that the higher the organizational commitment will not reduce the intention to move nurses to private hospitals in Denpasar. Supported by the characteristics of the aged nurses who became respondents, 42.85 percent, aged 20-24 years, are still looking for identity and a place to work in accordance with expectations. The results of the answers to the commitment variable questionnaire also show that commitment has not been maximized.

Based on the results of hypothesis testing, it can be explained that job satisfaction cannot moderate the effect of burnout on turnover intention. This can be reflected that high job satisfaction does not necessarily reduce the intention to move to a private hospital in Denpasar. Another finding is that organizational commitment cannot moderate the effect of burnout on turnover intention. This can be reflected that high organizational commitment does not necessarily reduce the intention to move nurses to private hospitals in Denpasar.

6. Conclusion, Limitations, and Suggestions

Based on the results of data analysis and discussion, it can be concluded that the turnover intention of the nurses at Bali Royal Hospital in Denpasar is affected by burnout or work fatigue. This shows that the higher the level of work fatigue, the higher the level of employee turnover intention. There are several suggestions that researchers can give to employees

nurses at Bali Royal Hospital in Denpasar. Better the company pays attention to the aspect of the optimal level of employees in taking jobs. Another interesting finding is that job satisfaction, and organizational commitment cannot moderate this job burnout relationship. This inability may be the reason why researchers have not sorted out the reasons for employees, in this case, nurses. Aspects or factors that cannot be controlled may be the main factor causing the nurse to intend to move, for example, changing domicile, following her husband, or other reasons. In addition, management should seek or stimulate employees to have the same goals as the organization's goals to achieve the goals set. It is recommended that the company should provide opportunities for employees to maintain communication and discussion about work problems as a reflection of important support in the organization.

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