

## The Effect of Work Stress and Work-Family Conflict on Turnover Intention through Job Satisfaction (Case Study on Nurses at XYZ Hospital in Tasikmalaya)

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### Abstract

*The purpose of this study was to determine the effect of work-family stress, job stress on job satisfaction, work-family conflict on job satisfaction, job stress on turnover intention, work-family conflict to turnover intention, and job satisfaction to turnover intention. By using a quantitative research paradigm with a descriptive approach and hypothesis testing (hypothesis test). The sampling method was carried out using a non-probability sampling method in a purposive manner with a sample of 170 permanent nurses and at least 2 years of work at XYZ Hospital, analyzed using PLS-SEM software. The results of data analysis show that, work-family conflict has a positive effect on job stress, job stress has a negative effect on job satisfaction. Work-family conflict has a negative effect on job satisfaction. Job stress has a negative effect on turnover intention. Work-family conflict has a negative effect on turnover intention. Job satisfaction has a negative effect on turnover intention.*

### Keywords

job stress; work-family conflict; turnover intention; job satisfaction



## I. Introduction

In the dynamics of business change, organizations must react quickly and appropriately in the best interests of the company and also the community (Budyono, 2019). According to Edison et al. (2018) Human resource management is management that has a focus on maximizing the abilities of its employees or members through various strategic steps with the aim of improving employee performance so that organizational goals become more optimal. As a company engaged in services, human resources play a very important role in the success of the hospital. Especially in private hospitals whose workload is different from government public hospitals. Private public hospitals are not only social but also profit-oriented. So that, Maintaining the performance of its human resources is one way to be able to compete with other hospitals. One of the efforts to develop competitiveness is to develop work productivity

In 2015 the number of general hospitals (RSU) in Indonesia reached 1,951 RSUs, 2016 increased to 2045 RSUs, in 2017 the number of RSUs increased significantly with the addition of 153 new RSUs bringing the total number to 2,198 RSUs, 2018 the total number of RSUs was 2,269, and 2019 were as many as 2,344 RSUs, until 2020 there will be the addition of 51 new RSUs so that the total number of RSUs in Indonesia reaches 2,395, with a bed capacity of 264,208 TT with an average growth of 4% per year (Tempo, Directorate General of Health Services Ministry of Health, 2021). This shows that the level of competition between hospitals to attract patients is quite high, so hospitals need special strategies in order

to win the competition so that they can "survive" in the health care industry.

The results of interviews with the Human Resources Department of XYZ Hospital, obtained information when an exit interview with nurses was carried out, the results showed that nurses left the hospital due to several factors including fatigue and stress at work. Since the emergence of the Covid-19 pandemic, with a significant spike in the number of patients in both inpatient and outpatient units, with a limited number of doctors and nurses, plus health workers exposed to the Covid-19 virus, this has changed the watch schedule so that the burden on increased work of health workers. Another thing is because nurses feel they are unable to balance work with roles in the family, so they have to choose to resign. Based on the results of the interview, it is concluded that the factors that influence turnover intention are Burnout, whether it is Work Stress and Work-Family Conflict. Based on this, the problem in this study is whether Work-Family Conflict has a positive effect on Work Stress, Work Stress has a negative effect on Job Satisfaction, Work-Family Conflict has a negative effect on Job Satisfaction, Work Stress has a negative effect on Turnover Intention, Work-Family Conflict has a negative effect on Turnover Intention has a positive effect on Turnover Intention, and Job Satisfaction has a negative effect on Turnover Intention.

## II. Review of Literature

### 2.1 Turnover Intention

According to Robbins and Judge (2015), Turnover Intention is the tendency of a person to leave the workplace either voluntarily or voluntarily due to the unattractiveness of the job he is currently doing and other job choices. According to Ridlo (2012) defines the factors that cause turnover in working employees, namely, the first is age. Employees at a young age tend to have a higher turnover than older employees. Young workers have a tendency to move if the expectations for the work they are doing have not been achieved properly. Both long worked. Employees who work long hours tend to have lower turnover compared to short periods. Employees who have a high turnover tendency are workers who only work for a short time. This is caused by a lack of socialization at the beginning of work and other factors. Third education. Employees with a high level of education want jobs that match what they are learning. Fourth, the relationship with the company. Employees who have an attachment to the company are jobs that have positive feelings for the company where they work. The positive feeling is getting a sense of security and belonging to employees. Fifth job satisfaction. Every employee has desired expectations, goals and needs. Companies must see the satisfaction of each employee in order to minimize the occurrence of employee turnover. Sixth corporate culture. The company has values that are created for its employees and are held by employees in all positions. Corporate culture has an important role in shaping the loyalty and commitment of employees to the company. So that the more workers who can accept the company culture, the more committed the employees are in their work.

### 2.2 Job Satisfaction

According to Robbins & Judge (2013), job satisfaction is a positive feeling about work that results from how the individual evaluates his work. Luthans (2011) also states that job satisfaction is a set of rules concerning pleasant and unpleasant feelings related to their work. Wijono (2010) explains that job satisfaction is a result of an individual's estimation of a job or a positive and enjoyable experience for himself. So, employee job satisfaction is an emotional state and an employee's feelings of pleasure towards various aspects of his work such as colleagues, wages / salaries, job characteristics and superiors in the organization.

### **2.3 Work Stress**

Tziner et al. (2015) explained that work stress is an umbrella term that includes conflict, burden, fatigue, pressure, tension, rumbling, panic, moodiness, and loss of power. Stress in the workplace has become an important issue because the consequences can bring huge losses to the organization and its employees. Job stress is a condition that is felt to be unpleasant with work that can cause tension in the work environment that appears mentally and threatens psychologically and behavior in the workplace (Lu Y et al, 2017). According to Luthans (2015), stating that there are several internal and external factors that cause work stress are as follows: 1) Extra-organizational stressors (extra-organizational stressors) are stressors that come from social changes, technology, family, relocation, economic and financial circumstances, race, social class and living conditions. 2). Organizational stressor is the cause of stress that comes from within the organization, some of these factors are: administrative policies and strategies established by the company, organizational structure and company design, company procedures and working conditions. 3). Group stressors are groups or work teams that have the potential to be a source of stress. Can occur due to lack of social support, intra-individual conflict, interpersonal and intergroup. 4). Individual stressor is the cause of stress that occurs due to conflict and unclear individual roles, as well as individual dispositions such as personality patterns, personal control, learned helplessness, self-efficacy and psychological endurance.

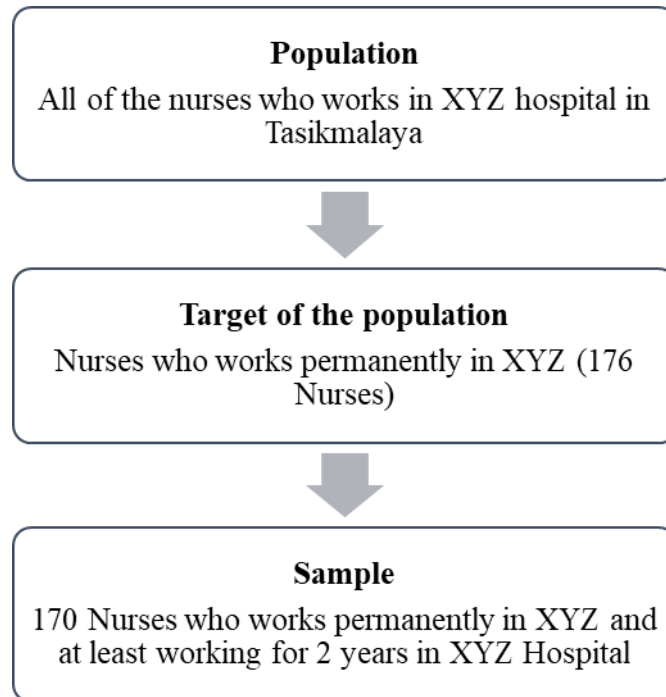
### **2.4 Work-Family Conflict**

Frone, Russell, and Cooper (Roboth, 2015) state that work-family conflict is a form of role conflict, where the role of family and work cannot be done simultaneously in several ways, this situation is often found in female employees who hold two roles where she have to do office work and control the family as a whole.

Work-family conflict is a form of imbalance between the demands of work roles and roles in the family, causing conflict at work and disrupting responsibilities in the family. The indicators of Work-family conflict according to Lu Y et al (2017) are as follows, 1). Work keeps me away from family activities. 2). The time I use for work keeps me from participating in household activities. 3). Loss of family activities due to work. 4). Problem solving behavior doesn't make sense at home. 5). Behavior that is effective and necessary at work will be counterproductive at home.

## **III. Research Methods**

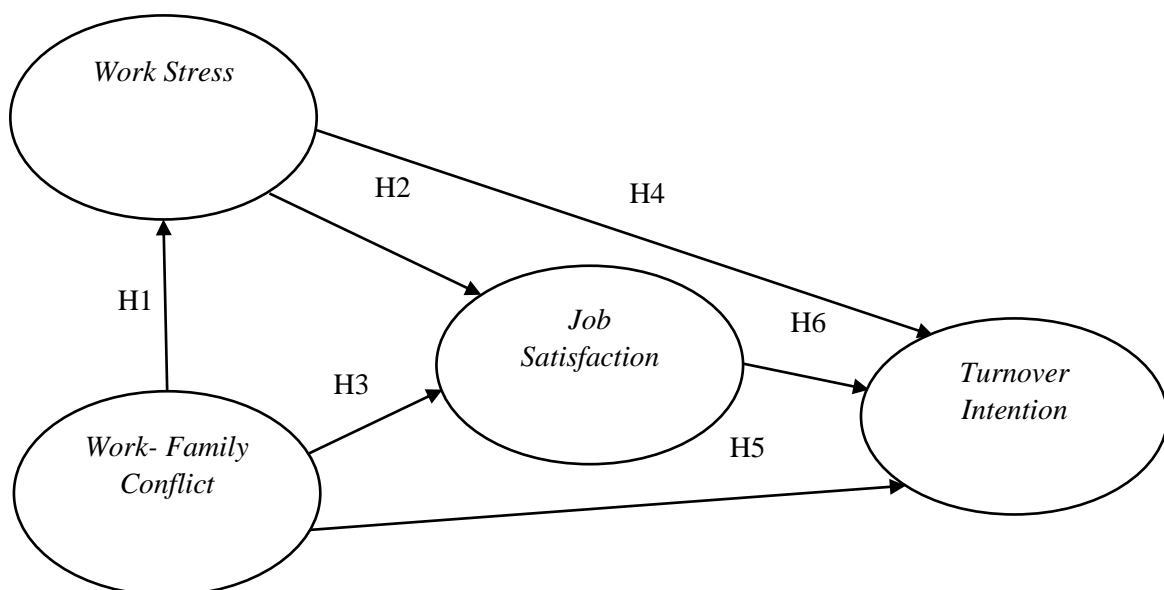
This study uses a quantitative research paradigm with a descriptive approach. Based on the type of this research is quantitative research with hypothesis test (hypothesis test). The sampling method was carried out using a non-probability sampling method in a purposive manner (Sekaran and Bougie 2016, p. 247). The sample used in this study was 170 permanent nurses and had worked at least 2 years at XYZ Hospital, analyzed using software PLS-SEM, with four measurement criteria to assess the outer model, namely Convergent Validity, Average Variance Extrated (AVE), Discriminant Validity and Composite Reliability.



**Figure 1.** Population, Target of the Population and Sample

### Research Hypothesis

The hypothesis in this study can be described as follows, H1: Work-Family Conflict has a positive effect on Work Stress in Nurses at XYZ Hospital in Tasikmalaya, H2: Work Stress has a negative effect on Job Satisfaction in Nurses at XYZ Hospital in Tasikmalaya, H3: Work -Family Conflict has a negative effect on Job Satisfaction for Nurses at XYZ Hospital in Tasikmalaya, H4: Work Stress has a negative effect on Turnover Intention of Nurses at XYZ Hospital in Tasikmalaya, H5: Work-Family Conflict has a negative effect on Turnover Intention in Nurses at XYZ Hospital in Tasikmalaya, H6: Job Satisfaction has a negative effect on Turnover Intention of Nurses at XYZ Hospital in Tasikmalaya.



**Figure 2.** Modified Research Model Used in this Research Based on Previous Study Lu Y et al (2017) and Li Ran et al (2019)

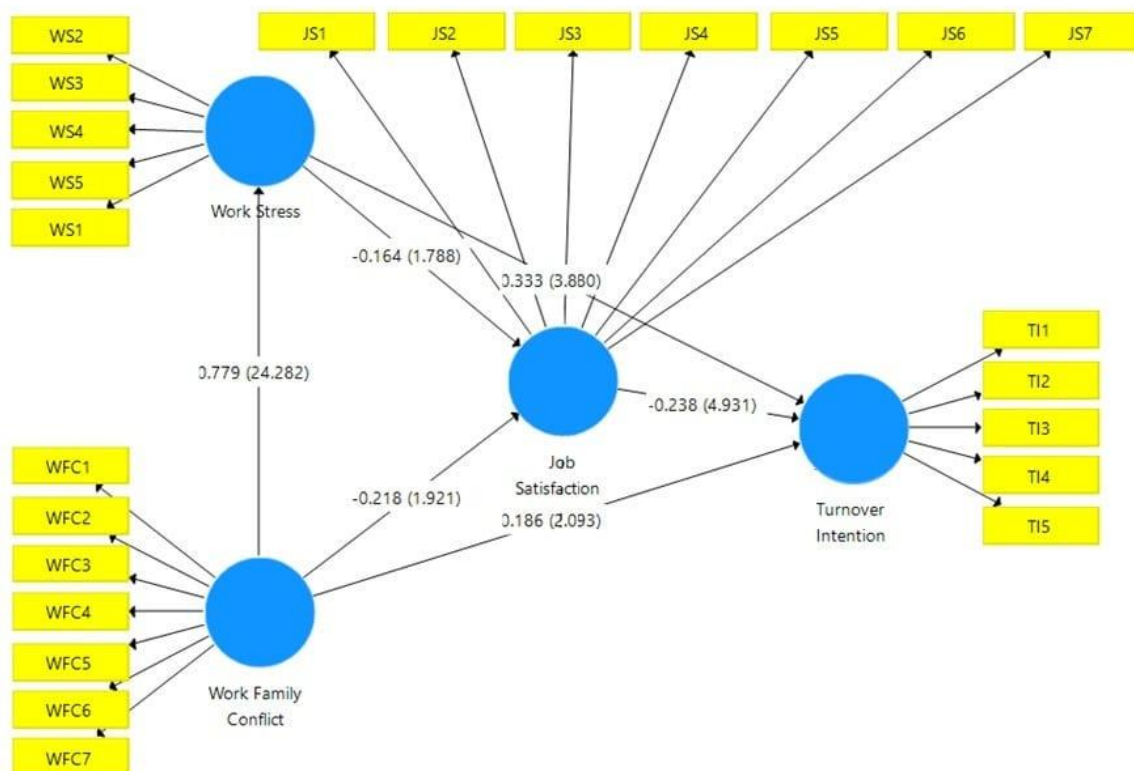
## IV. Discussion

In this section, the results of the research will be discussed which include the effect of Work Stress, Work-Family Conflict on Job Satisfaction and Turnover Intention to nurses at XYZ Hospital Tasikmalaya. And the interpretation of the research results is done by comparing the results of the research and the results of the relevant previous studies, which can be seen in Table 1 below:

**Table 1.** Effect of Work Stress, Work-Family Conflict on Job Satisfaction and Turnover Intention on nurses at XYZ Hospital Tasikmalaya

Hipotesis	Path Coefficient	T Statistics	P-Value	Result
H1: Work Family Conflict -> Work Stress	0.779	24.282	0.000	Supported
H2: Work Stress -> Job Satisfaction	-0.164	1.788	0.035	Supported
H3: Work Family Conflict -> Job Satisfaction	-0.218	1.921	0.018	Supported
H4: Work Stress -> Turnover Intention	0.333	3.880	0.000	Supported
H5: Work Family Conflict -> Turnover Intention	0.186	2.093	0.017	Supported
H6: Job Satisfaction -> Turnover Intention	-0.238	4.931	0.000	Supported

The value of testing this research hypothesis can be shown in Table 1 and the results of this research model can be described as shown in the following figure:



**Figure 3.** Effect of Work Stress, Work-Family Conflict on Job Satisfaction and Turnover Intention

#### 4.1 Influence between Work-Family Conflict and Work Stress

Based on the results of data analysis, it is concluded that the Work Family Conflict variable has a positive and significant effect on Work Stress. Thus hypothesis H1 is supported. This shows that the higher the Work-Family Conflict experienced by nurses will have an impact on increasing stress and vice versa. This is supported by research by Lu Y et al (2017), research on 3,563 health workers in Guangdong Province, China, the results of the study indicate that work-family conflict has a significant positive effect on work stress. This means that the higher the work-family conflict that occurs in the nurse, the higher the work stress. However, if the perceived work-family conflict is low, the perceived work stress will also decrease. Hayati & Amida (2020), This study was conducted on 63 female nurses with the aim of looking at the effect of work-family conflict on female nurses' work stress at Ibnu Sina Hospital, Padang, West Sumatra. The results showed that work-family conflict in nurses had a positive effect on work stress. Hidayati Nurul, et al (2019), research on 66 health workers at the Latersia Binjai Hospital, North Sumatra. The results showed that work-family conflict in nurses had a positive effect on work stress. This indicates that depression, anxiety, and stress are closely related to work-family conflict, both felt by nurses. The results showed that work-family conflict in nurses had a positive effect on work stress. Hidayati Nurul et al (2019), research on 66 health workers at the Latersia Binjai Hospital, North Sumatra. The results showed that work-family conflict in nurses had a positive effect on work stress. This indicates that depression, anxiety, and stress are closely related to work-family conflict, both felt by nurses. The results showed that work-family conflict in nurses had a positive effect on work stress. Hidayati Nurul et al (2019), research on 66 health workers at the Latersia Binjai Hospital, North Sumatra. The results showed that work-family conflict in nurses had a positive effect on work stress. This indicates that depression, anxiety, and stress are closely related to work-family conflict, both felt by nurses.

## **4.2 Influence between Work Stress and Job Satisfaction**

Based on the results of data analysis, it is concluded that the Work Stress variable has a negative and significant effect on Job Satisfaction. Thus hypothesis H2 is supported. This means that the higher work stress experienced by employees will have an impact on decreasing job satisfaction. In the world of work, employees are required to have high work effectiveness. Organizational effectiveness is usually interpreted as the success achieved by an organization in its efforts to achieve predetermined goals (Kuswati, 2019). In working, employees have the right to work safety and health whose implementation is (Mora, 2020). Among these variables can be felt that the satisfaction obtained while working and the culture of the organization has a good role in the growth and development of employee performance. Where job satisfaction is a pleasant and loving emotional attitude to the worker (Edward, 2020). Stress tends to reduce the level of individual job satisfaction. The resulting stress will greatly affect the level of job satisfaction. This is supported by research conducted by Luciani Noviane Badhe (2021), on 220 nurses at Hospital X in Denpasar, Bali. The results showed that work stress had a negative and significant effect on job satisfaction for nurses. Lu Y et al (2017), a study on 3563 health workers in Guangdong China.

## **4.3 Influence between Work-Family Conflict and Job Satisfaction**

Based on the results of data analysis, it is concluded that the Work-Family Conflict variable has a negative and significant effect on Job Satisfaction. Thus hypothesis H3 is supported. One of the stress factors that come from outside the organization is family. This will have an impact on the results in the form of decreased job satisfaction felt by individuals. Work-Family Conflict that occurs in individuals will trigger a decrease in job satisfaction due to the stress factor they experience.

The results of research conducted by Lu Y et al (2017), research on 3,563 health workers in Guangdong China, the results indicate that Work-Family Conflict has a significant effect on job satisfaction. This means that conflicts that occur in a person will reduce job satisfaction, so the higher the conflict, the lower the level of job satisfaction. Apri Yani et al (2016), the results showed that work-family conflict had a negative effect on job satisfaction. That is, the higher the work-family conflict felt by an employee, the lower the perceived job satisfaction and vice versa, the lower the perceived work-family conflict, the higher the perceived job satisfaction. Mirza & Atrizka (2018), the study was conducted on 76 married female nurses at RSUD Dr. RM Djoelham Binjai. The results showed that there was a relationship between work family conflict and job satisfaction ( $R = 0.462$ ;  $p < 0.05$ ). Nurses are expected to increase the adversity quotient that exists in themselves, and can reduce or avoid conflict through managing time and tasks at work and at home properly and in a balanced manner, so that it is expected to increase job satisfaction.

## **4.4 Influence between Work Stress and Turnover Intention**

Based on the results of data analysis, it is concluded that the Work Stress variable has a positive and significant effect on Turnover Intention. Thus hypothesis H5 is supported. Work stress is one of the factors that can cause employees to leave their jobs, the higher the work stress, the higher the potential for turnover intention in nurses. This is supported by research conducted by Lu Y et al (2017), research on 3563 health workers in Guangdong China, the results of the study indicate that work stress has a significant effect on turnover intention. Luciani Noviane Badhe (2021), on 220 nurses at X Hospital in Denpasar, Bali. The results of the study show that work stress has a negative and significant effect on job satisfaction in nurses. Rindu et al (2020),

#### **4.5 The Influence of Work-Family Conflict with Turnover Intention**

Based on the results of data analysis, it is concluded that the Work-Family Conflict variable has a positive and significant effect on Turnover Intention. Thus hypothesis H6 is supported. Married female employees have more work-family conflicts than women who don't work, because married female employees have two roles in their lives and both roles demand balance and perfection as well. The impact of work-family conflict is on the intention of workers to leave their jobs. This is supported by research conducted by Widya & Purba (2019), This study was conducted on 111 nurses with the aim of seeing whether there is an effect of Job Satisfaction on Turnover Intention moderated by Work-Family Conflict on married female nurses at PGI Cikini Hospital. The results showed that work-family conflict had a positive effect on turnover intention. Lu Y et al (2017), research on 3,563 health workers in Guangdong Province, China, the results indicate that work-family conflict has a significant positive effect on turnover intention. This means that the higher the work-family conflict that occurs in the nurse, the higher the desire to leave work. Pien, L. et al (2021), a study of 200 female nurses at Wan Fang Hospital, Taiwan.

#### **4.6 Influence between Job Satisfaction and Turnover Intention**

Based on the results of data analysis, it is concluded that the job satisfaction variable has a negative and significant effect on turnover intention. Thus hypothesis H8 is supported. Employees with a high level of job satisfaction will have positive feelings about their work, this causes a decrease in the level of turnover intention. Research conducted by Li Ran et al (2019), research was conducted on 540 health workers in China, the results showed that job satisfaction had a negative and significant effect on turnover intention, meaning that the lower the level of satisfaction of health workers, the higher the desire to leave the hospital. . Haipeng Wang et al (2020), a study of 1,148 health workers working in health care facilities in rural areas in China (699 doctors, 136 nurses and 313 other health workers), the results of the study indicate that job satisfaction has a negative and significant effect on turnover intention. Luciani Noviane Badhe (2021), on 220 nurses at X Hospital in Denpasar, Bali. The results of the study indicate that job satisfaction has a negative and significant effect on turnover intention in nurses. This means that the better the nurse's satisfaction with the job, the lower the potential for turnover. However, if the nurse is not satisfied, the higher the desire to leave the job. The results of the study indicate that job satisfaction has a negative and significant effect on turnover intention in nurses. This means that the better the nurse's satisfaction with the job, the lower the potential for turnover. However, if the nurse is not satisfied, the higher the desire to leave the job. The results of the study indicate that job satisfaction has a negative and significant effect on turnover intention in nurses. This means that the better the nurse's satisfaction with the job, the lower the potential for turnover. However, if the nurse is not satisfied, the higher the desire to leave the job.

## **V. Conclusion**

### **5.1 Conclusion**

Based on the results of the analysis of the relationship between variables in this study, conclusions that can be drawn in this study are, Work-Family Conflict has a positive effect on Work Stress, Work Stress has a negative effect on Job Satisfaction. Work-Family Conflict has a negative effect on Job Satisfaction. Work Stress has a positive effect on Turnover Intention. Work Family Conflict has a positive effect on Turnover Intention and Job Satisfaction has negative effect on Turnover Intention



## 5.2 Limitations and Suggestions for Further Research

The limitations that exist in this study, namely, the data collection method in this study used an online questionnaire, so that researchers could not see the direct reactions of respondents when providing information through questionnaires. Furthermore, based on the variables used in this study, the authors only examined the Work Stress factor on Turnover Intention and Job Satisfaction Case Study Nurse at XYZ Hospital in Tasikmalaya. For further research, it is expected to use the direct interview method with health workers using Zoom or Google Meet. Then it is necessary to add qualitative methods such as FGD (Focus Group Discussion) or In depth interview for deeper insight into what makes nurses want to move. Besides, for further research it is recommended to add other variables that theoretically affect satisfaction and turnover intention as well as other variables that are thought to have an effect such as anxiety and leadership.

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