

The Effect of Work-Family Conflict, Work Engagement and Workload on Turnover Intention on Nurses of XYZ Hospital, Bogor District

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Abstract

The purpose of this study is to analyze the effect of work-family conflict on turnover intention. 2). Work Engagement on Turnover Intention. 3). Workload against Turnover Intention for Nurses at XYZ Hospital, Bogor District. The analysis was carried out using a quantitative research method approach, through statistical analysis calculations and measurements using SmartPLS software version 3.3, and the results obtained that Work-Family Conflict has a positive effect on Turnover Intention, Work Engagement has a negative effect on Turnover Intention, and Workload has a positive effect on Turnover Intention.

Keywords

work-family conflict; workload; work engagement and turnover intention



I. Introduction

Problems that often arise in an organization are workload, work-family conflict and work engagement. The existence of problems in the company can lead to turnover intention. According to Robbins and Coulter (2018), turnover is defined as a permanent dismissal of employees from the company, whether carried out by the employees themselves or by the company. Yucel et al, (2020), conducted a study on a sample of 350 health workers in several hospitals in Turkey, the results showed that work-family conflict and work engagement had a significant effect on turnover intention. Workload contributes positively and significantly to turnover intention (Anees Rao et al, 2021). Every job given by the organization must also pay attention to the level of workload because workload is also one of the factors that will affect turnover intention. Workload is defined as a condition in which people feel that they will not be able to complete their tasks (Bolino & Turnley, 2005). According to Tulangow et al, (2018) workloads or workloads that exceed the employee's ability can frustrate employees in doing a job. Excessive workloads make employees more tired so they cannot do their work optimally. This factor can cause an employee to make turnover intention. This is supported by research conducted by Anees Rao et al (2021) and Junaidi Achmad et al (2020), The results of the study indicate that workload contributes positively and significantly to turnover intention. This study will analyze the effect of work-family conflict on turnover intention. 2). Work Engagement against Turnover Intention. 3). Workload on Turnover Intention in Nurses at XYZ Hospital, Bogor Regency.

II. Review of Literature

2.1 Turnover Intention

Turnover intention is a conscious and intentional desire by an employee to leave the organization. For example, employees have the intention to leave their current position in the company within a certain period of time (Bothma & Roodt, 2013). The desire of employees to change jobs is an employee attitude that leads to an attempt to leave the company. The increase in the value of the company's shares, the higher the company value, the higher it will be (Katharina, 2021). In the current economic development, manufacturing companies are required to be able to compete in the industrial world (Afiezan, 2020). The existence of the company can grow and be sustainable and the company gets a positive image from the wider community (Saleh, 2019). Employee turnover is a particular problem for the company's human resource management. This problem is an important problem that must be overcome because it can interfere with the survival of the company and it takes a large amount of money to overcome it. According to Robbins and Judge (2015), turnover intention is a person's tendency 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 Robbins and Coulter (2018), turnover is defined as the permanent dismissal of employees from the company, whether carried out by the employees themselves or by the company. Employee turnover can be used as one of the criteria in assessing the effectiveness of the organization. In addition to productivity, absenteeism and job satisfaction are one of the main dependent variables in the study of organizational behavior.

2.2 Workload

Workload or workload is something that arises from the interaction between the demands of the tasks, the work environment where it is used as a coworker, skills, behavior, and perceptions of workers. (Zahrah et al., 2019). According to Hung (2011), workload is a measure or excessive proportion that humans have to meet the demands of work. Workload or workload is one aspect that must be considered by every company, because the workload is one that can increase employee work productivity. According to Hart and Steveland in Tarwaka (2015), workload is something that arises from the interaction between the demands of the tasks of the work environment which is used as a workplace, skills and perceptions of workers. According to Carlson (2012), Workload is defined as the number of work activities that must be completed by a person or group in a certain time during normal situations. According to Kurnia in Irawati & Carrollina (2017) workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work units) carried out under normal circumstances/conditions. Nurse workload is all activities or activities carried out by a nurse while serving in a nursing service unit (Marquis and Huston in Mastini; 2013). Carrollina (2017) workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work units) carried out under normal circumstances. Nurse workload is all activities or activities carried out by a nurse while serving in a nursing service unit (Marquis and Huston in Mastini; 2013). Carrollina (2017) workload is a process of analyzing the time used by a person or group of people in completing the tasks of a job (position) or group of positions (work units) carried out under normal circumstances. Nurse workload is all activities or activities carried out by a nurse while serving in a nursing service unit (Marquis and Huston in Mastini; 2013).

2.3 Work Engagement

The company will continue to seek employees who are qualified, have potential, and have high work performance, with the hope that these employees can continue to help the company to grow (Dessler, 2013; Noe et al., 2014). However, it should be noted that there are factors that can affect how an employee performs in a company, one of which is work engagement (Hakanen, Proponen, Schaufeli, & Witte, 2019). Work engagement is a condition in which employees use themselves as a whole to carry out their roles during work, accompanied by positive thoughts and satisfaction with their work. Work engagement can also be interpreted as the relationship between the employee himself and his work (Schaufeli, 2013). The term engagement in the context of employee work roles began to be discussed 15 years ago in various business literature and organizational psychology. The term engagement was first used in a work setting. Generally, the meaning of engagement refers to involvement, commitment, passion, enthusiasm, focus, effort, dedication, and energy (Schaufeli, 2013). Work engagement is positive energy that can motivate employees to improve performance, this energy is in the form of dedication to work, enthusiasm and interest, commitment in carrying out work. (Yucel et al., 2020). Work engagement is a condition where employees are physically, cognitively, emotionally, and mentally expressing themselves positively in their work roles (Radica et al., 2020). Work Engagement / Employee Engagement is defined as the positive attitude that employees have towards the values and goals of the organization according to research conducted by the Institute for Employment Studies (IES) in Robinson, Perryman, and Hayday (2004). According to Leiter & Bakker (2010), when employees are engaged, they feel compelled to strive forward towards challenging goals, they want success.

2.4 Work-Family Conflict

According to Robbins & Coulter (2017), conflict arises when differences occur which result in disturbances that hinder work. Any difference that occurs is a conflict. Robbins also said that the survey results show that company managers spend about 25 percent of their time resolving conflicts that occur: Conflict has a positive effect and a negative effect on an organization or company According to Robbins & Coulter (2018), there are two effects generated by conflict, namely: 1). Positive Impact (Functional Conflict): Conflict is constructive; support organizational goals and improve organizational performance. 2). Negative Impact (Dysfunctional Conflict): It is destructive. Conflict can hinder and prevent the organization from achieving its goals. Work family conflict is one form of interrole conflict, namely pressure or role imbalance between roles at work and roles in the family (Lu Y et al, 2017). 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.

III. Research Methods

In this study, researchers took the object of XYZ Hospital, Bogor Regency, the purpose of the study was to examine and analyze the Effect of Work-Family Conflict on Turnover Intention. 2). Work Engagement against Turnover Intention. 3). Workload on Turnover Intention in Nurses at XYZ Hospital, Bogor Regency. Research variables will be the focal point because there are obstacles that need to be found solutions that can be done by researchers. The research variable has a meaning where the information obtained from an object to be studied is so that conclusions can be drawn (Sekaran and Bougie, 2016). This research was conducted with a quantitative research method approach, using a structured, formal and specific design and has a detailed operational design.

IV. Discussion

Respondents in this study were 160 patients, based on gender, 30% were male, and 70% were female, so that when viewed from a gender perspective, it was dominated by women. Then when viewed from the side of the age group, the age group with the age of 20 - 30 years is 52%, 31 to 40 years is 36%, 41 to 50 years is 10% and > 50 years is 2%, so it is known for respondents in this study mostly in the age range of 20-30 years. Based on the length of work 1 to 2 years by 30% and 70% > 2 years.

Table 1. Respondent Profile

Description	Category	Amount	Percentage (%)
Gender	Man	48	30%
	Woman	112	70%
Age	20 – 30 years	83	52%
	31 – 40 years	58	36%
	41 – 50 years	16	10%
	> 50 years	3	2%
Education	D3 / equivalent	132	83%
	S1 / equivalent	27	17%
	S2	1	1%
Years of service	12 years old	48	30%
	> 2 years	112	70%
Total		160	100%

4.1 Outer Model

In data analysis using PLS-SEM, the first stage is the evaluation of the outer model which is also known as the measurement model. The outer model analysis consists of 2 types, namely validity and reliability tests. To assess the outer model by looking at Convergent Validity, Average Variance Extrated (AVE), Composite Reliability (CR), with outer loading criteria > 0.7; AVE>0.5; CR >0.7; (Hair et al., 2019). Meanwhile, Discriminant Validity uses HTMT as proposed by Henseler et al. (2015), if the HTMT matrix value for the variables studied is <0.9. To get the outer model in this study, the SmartPLS 3.2.9 software was used.

Table 2. Validity & Reliability

Variable	Items	Outer Loading (>0.7)	Average Variance Extracted (>0.5)	Cronbach's Alpha (>0.7)	Composite Reliability (>0.7)
<i>Turnover Intention</i>	TI1	0.911	0.824	0.893	0.933
	TI2	0.897			
	TI3	0.914			
<i>Work Engagement</i>	WE1	0.839	0.763	0.961	0.966
	WE2	0.795			
	WE3	0.936			
	WE4	0.767			
	WE5	0.889			
	WE6	0.950			

	WE7	0.917			
	WE8	0.912			
	WE9	0.837			
<i>Work-Family Conflict</i>	WFC1	0.931	0.786	0.932	0.948
	WFC2	0.915			
	WFC3	0.862			
	WFC4	0.899			
	WFC5	0.820			
<i>Workload</i>	WOL1	0.748	0.722	0.903	0.928
	WOL2	0.875			
	WOL3	0.847			
	WOL4	0.891			
	WOL5	0.879			

Based on the data presented in the table above, it is known that the indicators in each dimension have an outer loading value > 0.7 and an AVE value > 0.5 where all variables have met the criteria and can be analyzed further (Hair et al., 2019). Cronbach's alpha and composite reliability values on all variables were above 0.7 as required (Hair et al., 2019). From the data from the reliability test results, it can be concluded that all indicators have shown internal consistency so that they are declared reliable to be able to measure the construct.

Table 3. Discriminant Validity Assessment Using the HTMT Criterion

Variable	<i>Turnover Intention</i>	<i>Work Engagement</i>	<i>Work-Family Conflict</i>	<i>Workload</i>
<i>Turnover Intention</i>				
<i>Work Engagement</i>	0.871			
<i>Work-Family Conflict</i>	0.745	0.773		
<i>Workload</i>	0.839	0.807	0.791	
HTMT < 0.9 (Henseler et al., 2015)				

In table 3 above in the output matrix of validity and reliability testing with the HTMT method, as suggested by Henseler et al (2015), if the HTMT matrix value for the variables studied is < 0.9 then it can be stated that the construct has discriminant validity. All HTMT values in the matrix above have met the requirements because all variables have HTMT values < 0.9 , so all variables pass the validity and reliability tests.

4.2 Inner Model

The structural model (inner model) is a hypothesis testing of the relationship between constructs. The evaluation carried out was to see the results of the multicollinearity test carried out by taking into account the value of the variance inflation factor or VIF, namely the VIF value of not more than 5 (Hair et al., 2019). Next, look at the value of the coefficient of determination (R-square) and the significance of path coefficients (Hair et al., 2019). Table 4 shows that the VIF value for people, physical evidence, process, and price fairness is < 5 .

Table 4. Collinearity

Dependent	<i>Turnover Intention</i>
Independent	VIF
<i>Work Engagement</i>	2,678
<i>Work-Family Conflict</i>	2.501
<i>Workload</i>	2,606

The data listed in table 4 shows that the VIF value of all constructs has a value of less than 5.

The next step is that the R-square value can be called substantial or strong if the value is equal to or greater than 0.75. The R-square value is said to be moderate to strong if the value is equal to 0.50 - 0.75. The R-square value is weak if the value is equal to 0.25 - 0.50. However, if the R-square value is found above 0.9 then the model can be considered overfit. (Hair et al., 2019). Evaluation of R-square in table 5 based on the data presented in the table above, it can be seen that the R-Square value for Turnover Intention is 0.811. This shows that the large percentage of Turnover Intention can be explained by Work Engagement, Work-Family Conflict and Workload of 81.1%.

Table 5. Coefficient of Determination (R2)

<i>Construct</i>	R-square	Category
<i>Turnover Intention</i>	0.723	<i>Moderate</i>

After evaluating the research model, it is continued with the most important stage, namely the stage of testing the research hypothesis. This step is carried out through the bootstrap calculation menu or re-sampling on SmartPLS™. This test is carried out by looking at two assessments. The first part is carried out by testing the significance of the relationship between variables by using a comparison of the T-table values with the T-statistics generated through bootstrapping (Ringle et al., 2015). According to Gozali and Latan (2015, 80) said that the coefficient of the relationship between these variables was statistically significant, namely: 1) If the T-statistic value

1.96 then there is a significant effect between the independent and dependent variables (for two tails). 2) If the P-value <0.05 or the value of the level of significance (α), then there is a significant effect between the independent and dependent variables. It will be explained in more detail based on Figure 1, as follows:

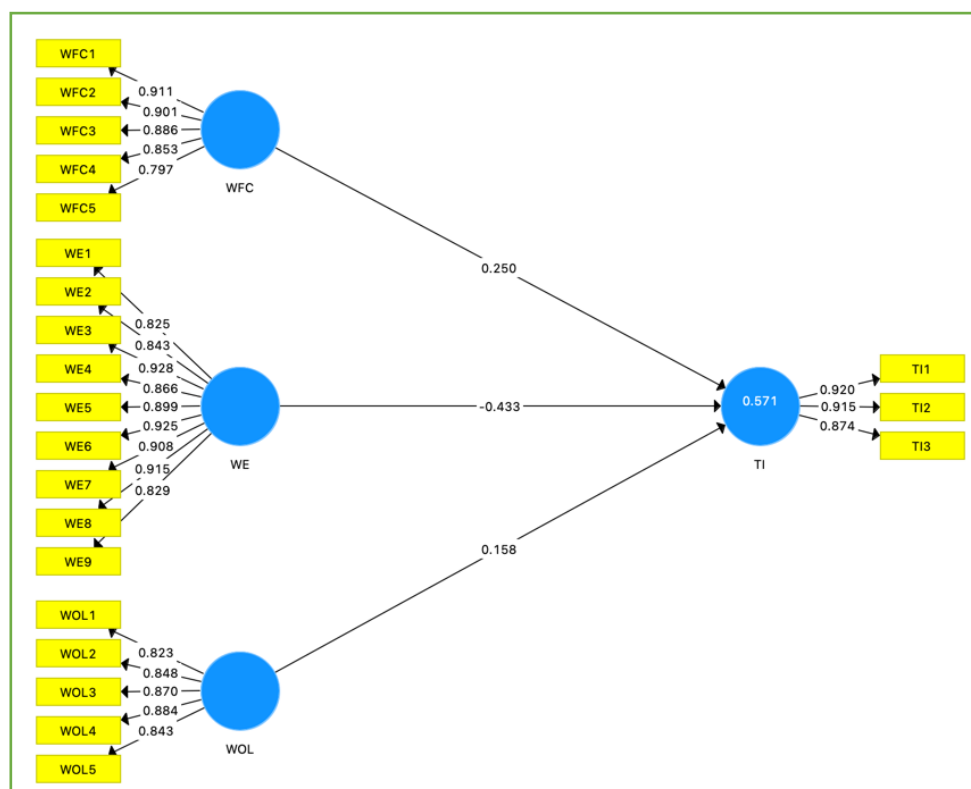


Figure 1. Measurement Model

Based on Figure 1, it can be explained in more detail regarding the Path Coefficients consisting of: Path Coefficients, T Statistics and P-Values in Table 1 below:

Table 6. Path Coefficient, T Statistics and P-Value

Hypothesis	Path Coefficient	T Statistics	P-Value	Results
H1: Work-Family Conflict → Turnover Intention	0.250	3.421	0.000	Supported
H2: Work Engagement → Turnover Intention	-0.433	5.380	0.000	Supported
H3: Workload → Turnover Intention	0.158	2.206	0.022	Supported

Based on Table 6, it can be explained that the results of hypothesis testing in this study are as follows:

1. Hypothesis 1: Work-Family Conflict has a positive effect on Turnover Intention

Path Coefficient WFC→TI is 0.250 with a significant value below 5%, indicated by P-Value of = 0.000 < 0.050, meaning that Work-Family Conflict (WFC) on Turnover Intention (TI) has a positive and significant effect. Thus, Hypothesis 1 is accepted.

This is supported by research conducted by Lu Y et al. (2017), in his research on 3,563 health workers in Guangdong, China, the results indicated that work-family conflict had a significant effect on turnover intention. Pien, L. et al (2021), a study of 200 female nurses in Taiwan, the results showed that work-family conflict had a positive effect on turnover intention, this indicates that the higher the imbalance between work and family has an impact on the high level of turnover intention. In the traditional view, the function of women in the family is as mothers who educate and raise their children. However, with the increasing participation of women in the world of work, they are required to act as mothers as well as

employees. Married female employees have more work-family conflicts than women who don't work, because married female employees have two roles in their lives at once 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. The difficulty in balancing his role in family and work can lead to conflicts within him which also have an impact on his desire to leave the company (Widya & Purba, 2019). This is supported by research conducted by Widya & Purba (2019), Research on 111 nurses with the aim of seeing whether there is an effect of job satisfaction on turnover intention moderated by work-family conflict in 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 of the study 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. Yucel et al, (2020) on a sample of 350 health workers in several hospitals in Turkey, The results of the study indicate that work-family conflict has a significant positive effect on turnover intention. Pien, L. et al (2021), a study of 200 female nurses at Wan Fang Hospital Taiwan. The results show that work-family conflict has a positive effect on turnover intention ($r = 0.350$, $p < 0.01$), female nurses in Taiwan are more susceptible to the risk of work-family conflict, this is due to traditional roles that women have to work hard to serve housework even when working outside the home.

Working as a nurse, as well as a professional worker, is a challenge, especially for female nurses who are married and have families. In addition to being responsible for taking care of patients, these nurses also have responsibilities to their families. When individuals in carrying out work roles make it difficult to participate in family roles, or vice versa, then that is where work-family conflict arises (Greenhaus & Beutell, 1985). This then affects the problem of balance in carrying out their roles, both in work and family. Work-family conflict is a form of conflict caused by pressure or role imbalance between work and family roles (Yucel et al., 2020).

2. Hypothesis 2: Work Engagement has a negative effect on Turnover Intention

Path Coefficient $WE \rightarrow TI$ is -0.433 with a significant value below 5%, indicated by P-Value of $= 0.000 < 0.050$, meaning that Work Engagement (WE) on Turnover Intention (TI) has a negative and significant effect. Thus, Hypothesis 2 is accepted.

This is in line with the research conducted by Dandridge (2019), on 155 nurses with over two years of service at the New York City Hospital, America. The results of the study indicate that work engagement has a negative effect on turnover intention. Yucel et al, (2020), the study was conducted on a sample of 350 health workers in several hospitals in Turkey, the results showed that work engagement had a negative effect on turnover intention. Qureshi et al, (2012) research conducted in Pakistan, the results show that Work Engagement has a negative effect on Turnover Intention.

Work engagement is a condition in which employees are physically, cognitively, emotionally, and mentally expressing themselves positively in their work roles (Radica et al., 2020). According to Leiter (2010), when employees are engaged, they are motivated to strive forward towards challenging goals and expect success. Work engagement also reflects the energy employees bring to work. Therefore, the characteristics of engaged employees are not only being energetic, but they are enthusiastically applying the energy they have to their work. Organizations that have employees with a high level of work engagement have a positive impact on the organization, such as increased productivity, financial benefits, job satisfaction, high customer satisfaction, and increased organizational commitment (Schaufeli, 2003). 2004). Engagement occurs when employees have involvement, commitment, desire to

contribute, and a sense of belonging to the job or company. Work engagement is positive energy that can motivate employees to improve performance, this energy is in the form of dedication to work, enthusiasm and interest, commitment in carrying out work (Yucel et al., 2020).

3. Hypothesis 3: Workload has a positive effect on Turnover Intention

Path coefficient $WL \rightarrow TI$ is 0.158 with a significant value below 5%, indicated by P-Value of $= 0.022 < 0.050$, meaning that Workload (WL) on Turnover Intention (TI) has a positive and significant effect. Thus, Hypothesis 3 is accepted.

The results of this study are in line with those conducted by Junaidi Achmad et al, (2020), research on 85 employees of PT Ungaran Sari Garment, Semarang, Central Java, the study was conducted with the aim of seeing the effect of overtime, job stress, and workload on turnover intention. The sample in this study was divided into three groups (1) the distance to work, (2) the age of the employees 20-25 years, (3) the working period of one to five years. The results showed that workload had a positive and significant effect on turnover intention. Anees Rao et al, (2021), research on 140 respondents in Austria, the purpose of this research is to see the effect of job stress and workload on turnover intention with job satisfaction as an intervening variable. The results showed that job stress and workload had a positive effect on turnover intention. Qureshi et al 2012, research was conducted on 250 textile industry employees in Pakistan with the aim of looking at the relationship between job stressors, workload, work place environment, and turnover intentions. The results showed that the higher the workload, the higher the desire to leave the workplace.

V. Conclusion

Based on the results of the analysis and discussion that have been carried out in this study, it can be concluded as follows: 1) Work-Family Conflict has a positive effect on Turnover Intention. The lower the Work-Family Conflict, the Turnover Intention will decrease as well. 2). Work Engagement has a negative effect on Turnover Intention. Increased Work Engagement will reduce Turnover Intention. 3). Workload has a positive effect on Turnover Intention. The higher the Workload, the Turnover Intention will also increase. For the management of XYZ Hospital, Bogor Regency, it is recommended to always conduct continuous studies related to Turnover Intention so that hospital operational activities always run well in providing services to the community.

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