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## Analysis of The Relationship Between Work-Family Conflict, Workload, Work Environment, and Job Satisfaction On Turnover Intention Among Healthcare Workers At X Hospital In Central Sulawesi

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**Abstract:** This research was conducted based on findings regarding the high turnover at X Hospital Central Sulawesi. The primary objective of this study is to examine the influence of work-family conflict, workload, work environment, and job satisfaction on turnover intention among healthcare workers at X Hospital Central Sulawesi. This is a quantitative study utilizing a questionnaire for data collection, with a sample size of 171 respondents. The data analysis technique used is PLS-SEM with the SmartPLS statistical application. The results of the study found that work-family conflict has a significant and positive effect on turnover intention, workload has a significant and positive effect on turnover intention, work environment does not have a significant effect on turnover intention, and job satisfaction has a significant and positive effect on turnover intention.

**Keyword:** Work-Family Conflict, Workload, Work Environment, Job Satisfaction, Turnover Intention, X Hospital, Central Sulawesi.

### INTRODUCTION

Human resources in healthcare (SDMK) are a key component in health development. SDM plays a role in raising awareness, willingness, and ability to live a healthy life for everyone to achieve optimal health (Kemenkes RI, 2022). SDM also serves as implementers of health efforts to achieve health development goals (Indonesia PR, 2012). The performance of services in hospitals is inseparable from the role of human resources or healthcare workers (Sihombing YA, 2022). As a company grows, various human resource-related issues will emerge. One of the serious problems related to company human resources is employee turnover intention. Turnover is the movement of workers leaving their jobs (Abdillah, 2012).

Turnover intention is defined as the intention of an individual to voluntarily leave their current job (Riani, 2017). Post-pandemic turnover intention has been particularly detrimental to companies because it leads to higher recruitment costs for new employees (Finthariasari, et

al., 2020). The high number of nurses resigning from their jobs is a prevalent issue in Indonesia (Christina, 2022). Work-family conflict contributes to influencing turnover intention. Work-family conflict arises when the roles between work and family exceed one another (Minarika, 2020). High workload conditions can lead to employee fatigue and stress, reducing job satisfaction. Employees will consider leaving their job for one with a normal workload if they are given excessive workloads (Shobirin, 2023).

The work environment also impacts turnover intention. When the work environment in a company is not conducive, such as inadequate lighting or lack of workplace security, employees are unlikely to stay long, increasing turnover intention (Joarder, 2011). Another factor causing turnover intention is job satisfaction. Roelen (2008) states that job satisfaction is a positive emotional reaction from individuals towards their job. Employee satisfaction is crucial for organizational success; high employee satisfaction can reduce turnover and boost employee morale (Dole and Schroeder, 2001). According to Alkahtani (2015), there are two types of costs caused by turnover: visible costs and invisible costs. Visible costs include recruitment, temporary worker costs, formal training costs, and induction costs. Invisible costs include lost productivity, informal training, missed deadlines, loss of organizational knowledge, low motivation due to overwork, client loss, and a chain reaction of turnover.

The turnover rate at X Hospital increased by 19.1% in 2023. Gillies (1989) states that employee turnover is considered normal if it ranges from 5-10% per year and is considered high if it exceeds 10% per year. From this data, it can be concluded that there is a high turnover problem at X Hospital. The researcher also conducted a pre-survey through interviews in February with 12 SDM who had resigned, citing various reasons such as difficulty balancing work and family, workload, work environment, conflicts with colleagues, job dissatisfaction, and other factors illustrating the complexity of turnover intention among SDM at X Hospital.

## **METHOD**

This research focuses on the health human resources at X Hospital, totaling 171 workers. The sample size calculation was carried out using the Cochran formula, with the ideal minimum sample size being 150 respondents. The sample determination was done using probability sampling (simple random sampling), where each individual in the target population had an equal chance of being selected. The sample was randomly selected to ensure an unbiased representation of the total population.

The data collection method used in this research was an online questionnaire. The data processing analysis used was PLS-SEM, which is broadly divided into the outer model and the inner model. The outer model consists of validity and reliability testing, while the inner model involves analyzing the coefficient of determination to understand the significance between variables and the path coefficient (t-value) from the significance test for each path.

## **RESULTS AND DISCUSSION**

### **Outer Model Evaluation**

The outer model, commonly referred to as the measurement model, is a useful outcome for testing and evaluating the relationships between indicators and variables. Validity and reliability tests assess whether the reflective indicators used are valid and capable of measuring variables effectively. The results of the outer model testing are depicted in Figure 1.

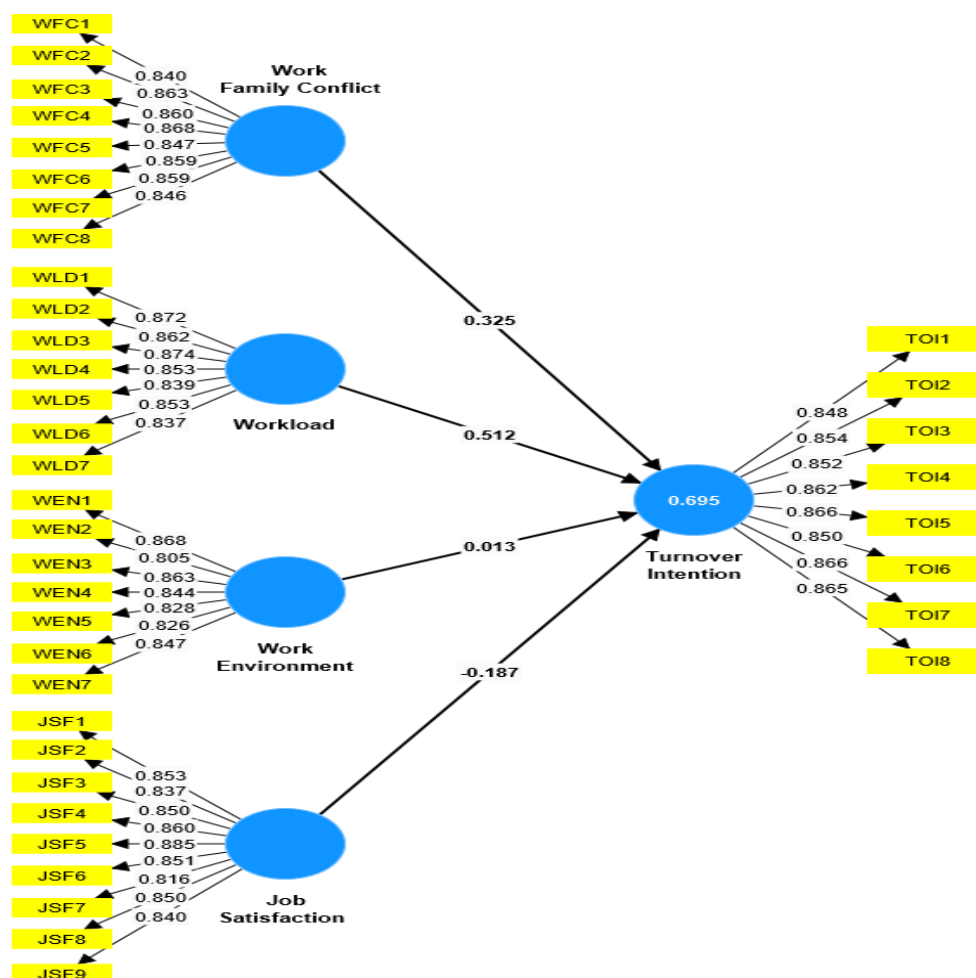


Figure 1. Outer Model

Table 1. Outer Model Test Result

Variable and Indicators		Loading Factor
Work Environment (AVE: 0.731, CR: 0.956, CA: 0.948)		
WFC1	I feel that this job affects my family life	0.840
WFC2	I am late to work if family activities or matters are not completed	0.863
WFC3	I feel that family issues affect my productivity at work	0.860
WFC4	I feel exhausted from work, which affects my activities or tasks at home.	0.868
WFC5	The demands of my job conflict with my family life	0.847
WFC6	The amount of time required for my job makes it difficult for me to fulfil my family responsibilities	0.859
WFC7	My job creates tension that makes it hard for me to meet my family duties	0.859
WFC8	My family life interferes with my work obligations, such as arriving on time or completing daily tasks	0.846
Workload (AVE: 0.732, CR: 0.950, CA: 0.939)		
WLD1	The responsibilities assigned to me are in line with my abilities	0.872
WLD2	My shift hours are in accordance with the agreed schedule	0.862
WLD3	The tasks assigned are suited to my skills	0.874
WLD4	I can perform each task given to me well	0.853
WLD5	The time allotted to complete a task is too short	0.839
WLD6	I feel unable to meet the established work standards	0.853
WLD7	The work I do constantly needs improvement	0.837
Work Environment (AVE: 0.706, CR: 0.944, CA: 0.931)		
WEN1	My workplace provides a representative room with good lighting	0.868
WEN2	The air circulation in my workplace is in good condition	0.805
WEN3	I feel safe performing my job	0.863

WEN4	My workplace is clean	0.844
WEN5	The work support facilities at my workplace are good	0.828
WEN6	I have a good working relationship with my colleagues	0.826
WEN7	I have a good working with my supervisor	0.847
Job Satisfaction (AVE: 0.721, CR: 0.959, CA: 0.952)		
JSF1	I am satisfied with my job	0.853
JSF2	My current job matches my expectations	0.837
JSF3	I can develop my skills through the work I am currently doing	0.850
JSF4	I can advance my career at my current workplace	0.860
JSF5	I am satisfied with the salary I receive for my job responsibilities	0.885
JSF6	I am satisfied with the criteria used for my career promotions	0.851
JSF7	The supervisors at my workplace always provide support to me	0.816
JSF8	I like my current workplace	0.850
JSF9	I am proud to work at this hospital	0.840
Turnover Intention (AVE: 0.736, CR: 0.957, CA: 0.949)		
TOI1	I have intended to quit working at this hospital	0.848
TOI2	I am no longer comfortable with this job, so it's better to look for another job	0.854
TOI3	I have contacted several friends to inquire about job opportunities for me	0.852
TOI4	I am actively searching for a job at another hospital	0.862
TOI5	I intended to leave this hospital once I find a better job that suits my abilities	0.866
TOI6	I plan to look for a job at another hospital within a year	0.850
TOI7	I will work at another hospital within a year	0.866
TOI8	I often seek information about other hospitals	0.865

Based on the results of the loading factor test, it was found that all indicators in the research had a loading factor value greater than 0.700, therefore it can be interpreted that all of these indicators were valid in measuring their parent variables. Then the AVE test results found that all research variables had an AVE value greater than 0.500, so it could be interpreted that all these variables were valid. Meanwhile, the composite reliability test results show that all research variables have a composite reliability value greater than 0.700, so it can be interpreted that all these variables have met the elements of reliability.

**Table 2. HTMT Result**

Variables	WFC	WLD	WEN	JSF	TOI
Work-Family Conflict (WFC)					
Workload (WLD)	0.620				
Work Environment (WEN)	0.393	0.579			
Job Satisfaction (JSF)	0.274	0.280	0.193		
Turnover Intention (TOI)	0.713	0.802	0.465	0.431	

Based on the results of the HTMT test, it was found that all research variables had an HTMT correlation lower than 0.900, which can be interpreted as empirically indicating that each research variable used is different from each other or has a significant level of difference.

### Inner Model Evaluation

After conducting the outer model test, the next step is to analyze the inner model by examining the coefficient of determination, which is useful for assessing the significance between variables, as well as the path coefficient values (t-values) from significance testing for each path. In conducting structural model testing and hypothesis testing, bootstrapping procedures are required, which is one of the prerequisites for conducting non-parametric statistical tests. The results of the inner model test are shown in Figure 2

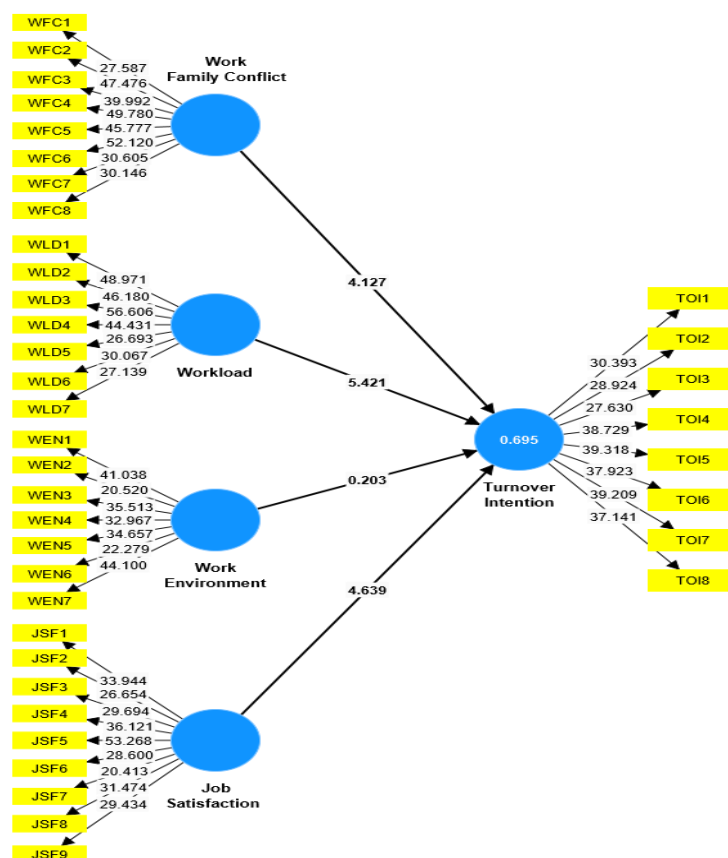


Figure 2. Inner Model

Table 3. R-Squared Test Result

	R-square	R-square adjusted
Turnover Intention	0.695	0.688

Based on the results presented in the table above, it can be observed that in the first sub-structure, an adjusted R Square value of 0.688 was obtained. This can be interpreted as indicating that the variability in the constructs of work-family conflict, workload, work environment, and job satisfaction can explain 68.8% of the variability in turnover intention variables.

Table 4. Hypothesis Test Result

Hypothesis	Path Coefficient	T statistics	P values	Decision
H1: work family conflict has a positive effect on turnover intention	0.325	4.127	0.000	Accepted
H2: workload has a positive effect on turnover intention	0.512	5.421	0.000	Accepted
H3: work environment has a negative effect on turnover intention	0.013	0.203	0.419	Not Accepted
H4: job satisfaction has a negative effect on turnover intention	-0.187	4.329	0.000	Accepted

Based on the results of hypothesis testing, it can be explained that H1, H2, and H4 are supported because they have a p-value lower than 0.05 and a t-statistic value greater than 1.65. Meanwhile, there is one hypothesis that is not supported, namely H3 because the p-value is greater than 0.05 and the t- statistic value is lower than 1.65. A more in-depth explanation of each hypothesis testing result will be provided in the discussion section.

## Discussion

### **The Relationship between work-family conflict and turnover intention**

The first hypothesis proposed in this study is that work-family conflict has a positive and significant effect on turnover intention. The path coefficient analysis found that work-family conflict indeed has a positive and significant effect on turnover intention. According to the hypothesis acceptance criteria, the path coefficient value was 0.325 with a T-statistic value of 4.127. Additionally, the p-value obtained was 0.000, which is smaller than 0.05. Therefore, it can be concluded that the first hypothesis is accepted, indicating that work-family conflict has a positive and significant influence on turnover intention.

This finding is consistent with studies by Utama (2015), Widyastiwi (2018), and Fintariasari (2020), which also found that work-family conflict has a positive and significant effect on turnover intention. Work-family conflict has implications that can affect overall workplace productivity and personal well-being of employees. Descriptive data in this study showed that indicator item WFC 4 had a high mean value, indicating that on average, employees agreed with the statement 'I feel tired at work, which affects activities or work at home.' This suggests that research participants agreed that fatigue at work can affect activities or work at home. The study's results indicate that the perceived effect of work-family conflict among healthcare human resources at Mokopido Hospital tends to be high, with participants on average agreeing with the work-family conflict variable.

### **The Relationship between workload and turnover intention**

The second hypothesis proposed in this study is that workload has a positive and significant effect on turnover intention. The path coefficient analysis found a coefficient of 0.512 with a T-statistic value of 5.421. Additionally, the p-value obtained was 0.000, which is smaller than 0.05. Therefore, it can be concluded that the second hypothesis is accepted, indicating that workload has a positive effect on turnover intention.

This finding is consistent with studies by Liu and Lo (2017), Anees (2021), and Agustina (2022), which state that workload has a positive and significant effect on turnover intention. This means that the higher the workload imposed on employees, the higher the tendency to seek alternative job opportunities.

### **The Relationship between work environment and turnover intention**

The third hypothesis proposed in this study is that work environment has a negative effect on turnover intention. The path coefficient analysis found a coefficient of 0.013 with a T-statistic value of 0.695. Additionally, the p-value obtained was 0.203, which is greater than 0.05. Therefore, it can be concluded that the third hypothesis is rejected, meaning that work environment does not have a significant effect on turnover intention.

This finding is not aligned with studies by Anggraeni (2019), Meilano and Nugraheni (2017), and Darmawan (2017) which suggest that work environment has a negative effect on turnover intention, indicating that a better work environment leads to lower turnover intention. Work environment is a crucial component that can enhance the quality of work productivity and encompasses the social, physical, and psychological aspects of a workplace that can affect employee performance (Ahmad et al., 2022)

### **The Relationship job satisfaction and turnover intention**

The fourth hypothesis proposed in this study is that job satisfaction has a negative and significant effect on turnover intention. The path coefficient analysis found -0.187 with a T-statistic value of 4.329. Additionally, the p-value obtained was 0.000, which is smaller than



0.05. Therefore, it can be concluded that the fourth hypothesis is accepted, meaning that job satisfaction has a positive and significant effect on turnover intention.

This finding is consistent with research conducted by Yukongdi and Shrestha (2020), Ernawati (2022), and Nasution (2017), which suggest that job satisfaction negatively influences turnover intention, indicating that higher levels of job satisfaction lead to lower intentions to switch jobs. In this regard, when individuals feel sufficiently satisfied with their current job, they generally tend to remain within the organization.

## CONCLUSION

The conclusion that can be drawn from this research is that there is a significant and positive influence of work family conflict, workload on turnover intention, there is a significant and negative influence of job satisfaction on turnover intention, while work environment was found to have no significant influence on turnover intention.

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