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Work Life Balance, Turnover Intention, And Organizational Commitment in Nursing Employees at X Hospital, Tangerang, Indonesia

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Work Life Balance was one factors could influence employee's performance. Conflicts between work and personal life could increase stress levels which could reduce employee morale, causing decreased job satisfaction which triggered employee intentions to leave. Turnover Intention (TI) was often associated with Organizational Commitment (OC) and Work Life Balance (WLB). Study aims to determine the influence of WLB on TI through OC as intervening variable on nursing employees in one private hospital in Tangerang. This causality research with quantitative approach, carried out one stage through the Survey method. The population as well as sample of 79 nurses and midwives as saturated sample. Through path analysis, WLB has significant positive influence on TI. WLB has significant positive influence on OC, OC doesn't directly influence on TI, WLB and OC together have significant positive influence on TI, and OC isn't intervening variable between WLB and TI. This situation is assumed due to the demographic factors' majority young respondents under 25 years old, and high level of need for nurses around hospital. Managerial implications, Hospital management needs to reduce TI with variety of Human Resources management programs, including selective recruitment, creating conducive work atmosphere and identifying other factors that influence the increasing TI.

Keywords: Work Life Balance, Turnover Intention, and Organizational Commitment

1. INTRODUCTION

Work Life Balance is one of the important factors that could affect employee performance. Conflicts between work and personal life could be increase employee stress levels which is could lead to decreased employee morale with low productivity and decreased employee satisfaction with worked and the organization where he works. The better the application of the Work-Life Balance concept is influenced to better effectiveness of an organization [1, 2]. The term Work-Life Balance was first used in England in the late 1970s to described the balance between work life and personal life. The Work Life Balance program was actually carried out in America in 1930, although it was still in a simple way.

This concept began to be widely used by American organizations in 1986 to overcome the choices of American workers who often ignored family, relationships, and leisure time to pursue organizational goals [3]. Many countries had implemented Work Life Balance because it was associated with employee productivity at work. The more people worked, the less -

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time they spent on other activities, such as personal care or vacations. The amount and quality of leisure time was important for the welfare of individuals or society as a whole which could bring physical and mental health benefits.

Work life balance has a relationship and was related to the individual or worker and the organization or place where he worked. Its role was how the individual balances his personal life and work life or Work Life Balance could affect the mental or psychological condition of employees which would further affect employee performance. This research was conducted in one private hospital located in Tangerang, class C with a total number of beds 79 and has 182 employees. The dynamics of human resources in the Nursing Hospital section, showed a fairly high turnover rate especially in the last 2 years, in 2018 the turnover rate is 11.11%, and in 2019 the turnover rate was 12%. Besides, from interviewed with the hospital nursing section of eight nurses, it was revealed that the tendency of nursing staff to went in and out was still quite frequent. High turnover

had impact on the hospital's human resources department to tried found other employees to replaced or met the personnel needed for the position. Generally, the employees who were replaced still new, did not had worked experience and still needed adaptation to their works within the next three months. In addition, organizational commitment of employees was also an issue and concerned of researcher, researcher saw and assumed that, employees who tried to found other work tend to reduce their commitment to organization where they work.

Employees who already had thoughts or intentions out will reduce their psychological attachment to the organization. So, it could be said that Organizational Commitment of employees had a relationship with employee turnover. High commitment will be reduced turnover. By looking at the background above, the authors are interested and want to examine whether the work life balance will affect the intention of employees to move with the Employee's Organizational Commitment as an intervening variable in this hospital. The general objective of this study will analyze the effect of Work Life Balance on Turnover Intention through Organizational Commitment as an intervening variable on Employees. While the specific purpose of the study will analyze the direct effect of each variable, Work Life Balance on Turnover Intention, Work Life Balance on Organizational Commitment and Organizational Commitment on Turnover Intention. This research will be expected to contribute the benefit of academics, especially Esa Unggul University, as reference in the academic field, and as comparison, information and input source for further research, for the Institution of Hospital, as information and input related to development of hospital human resources, contribute in field of Nursing Hospital as input and information related to research results to be discussed in the field of joint care with management to resolve existing problems. Researcher is motivated to conduct research to find out more about Turnover problems in hospitals which are issues and questions as the dependent variable, whether other studied variables such as organizational commitment and Work Life balance affect the Turnover Intention of nursing employees. So, it can be used as input and information for hospital management.

2. METHODOLOGY

A. Work Life Balance

Work Life Balance was something that someone divided time both at work and other activities outside of work in which there was individual behavior where this could be source of personal conflict and source of energy for oneself [4]. " Individual behavior was an individual doing an action for himself, both in working and doing activities outside of working hours. On one hand, the individual who worked was a form of his responsibility to fully fill the needs of his family and on the other hand the individual had activities carried out outside of his

working hours related to his daily activities in his family life, so if individual cannot manage time for both of these could arise internal conflict individuals who affect work performance. One of them raised employee stress caused by the employee's Work Life Balance not being good.

B. Turnover Intention

Turnover Intention was an employee's plan to left his current job by looked for alternative jobs in the near future [5]. The relationship between turnover and intention turnover must be preceded by intention, before the employee changed work or left the workplace, the intention to moved appear [6]. So Turnover Intention could be interpreted as an intention to moved employees. From Mobley's research, explaining that the direct precursor of behavior was intention. Mobley further stated that the relationship between turnover and intention must be stronger and more specific, the statement of intention more closely related to time, in measuring intentions and behavior. Impulsive behavior weakens the intention-behavior relationship. So from this description could be concluded the best predictor of turnover was intention to quit.

C. Organizational Commitment

Organizational commitment was attitude of workers' loyalty to their organization by expressing their attention and effort towards the organization and employee's assessment of what they had obtained from organization, and was considered important to employees [7]. Whereas organizational commitment was level which employees believed and accepted the goals of the organization and the desired to remain with the organization [8]. A related idea was employee involvement, to what extent an employee was willing and able to contribute. Further it was stated, individuals who were dissatisfied with their work or who did not have Organizational Commitments were more likely to withdraw from the organization.

D. The Influence of Work Life Balance on Turnover Intention with Organizational Commitment as Intervening Variable

The influenced of Work Life Balance was associated with reasons for stopping work (Turnover), mediated by job satisfaction [9]. This showed the indirect or mediated influenced through job satisfaction between Work Life Balance and Turnover Intention. Fisher further said that if Work Life Balance could not be implemented properly, it could have several negative impacts on the attitudes and behavior of employees which would affect performance and organization effectiveness. The effected of Work Life Balance on Turnover Intention and job satisfaction, was moderated by the Continuance Commitment variable [10, 11]. From his findings it was stated that, Work Life Balance had a significant negative influence on Turnover Intention, job satisfaction fully mediated the influence of WLB with Turnover Intention, and Continuance

Commitment moderated influence between job satisfaction and Turnover Intention. thus, employees with low levels of Work Life Balance and job satisfaction did not had to influence high turnover intentions, unless they had a low Continuance Commitment. Further delivered, employees with low job satisfaction as a result of an unbalanced work life, would affect high intention to quit. It was also assumed that employees who had little or no opportunity to work outside the organization would have low intention to quit, and they would remain in the company. So, in this study the hypothesis is:

H₁: There will be influence between Work Life Balance on Turnover Intention with Organizational Commitment as Intervening Variable.

E. The Influence of Work Life Balance on Turnover Intention

Work Life Balance is an individual effort to divide the time between work and activities outside of work so that there is a balance between the two. If desired balance does not occur, it will have an impact on increasing employee stress, and will subsequently cause an increase in employee turnover intentions. The influence of Work Life Balance on Turnover Intention, namely Work Life Balance was related to work stress, job satisfaction, and as a reason someone stopped or intends to quit his job [12]. The influence of Work Life Balance on Turnover Intention was supported by previous research which concluded that Work Life Balance had significant negative influence on Turnover Intention [13, 14, 15]. But in a different study found a positive and not significant influence [16]. So, the hypothesis of the two variables in this study are:

H₂: There will be Influence of Work Life Balance on Turnover Intention.

F. The Influence of Work Life Balance on Organizational Commitment

CIPD (2009c) which explained the potential benefits of Work Life Balance to increased productivity; reduced absenteeism due to work-related stress, increased commitment and motivation [17]. This situation is significant influence of Work Life Balance on Organizational Commitment [18]. Only factor that had no significant effect was personal life to work. Furthermore, through this research, it would be seen the influence Work Life Balance on Organizational Commitment of employees, so the hypotheses between the two variables are:

H₃: There will be Influence between Work Life Balance on Organizational Commitment.

G. The Influence of Organizational Commitment on Turnover Intention

Affective commitment referred to employee emotional attachment, identification, and involvement in organization [19]. Employees with strong affective commitments continue worked with organization. Continuance commitment referred to an awareness of the costs associated with leaving the organization, while normative commitment reflected a feeling of individual obligation to continued work. Individuals with high normative commitment felt that they must continue to provided their services to the organization. Further stated Commitments were conceptualized into three approaches identified as reflecting psychological conditions, (a) characterizing employee relations with organization, and (b) having implications for decision to continued or terminated membership in organization. From Meyer and Allen's opinion, it was concluded that Organizational Commitment had implications for the existence of employees with organization. If organizational commitment was low, it would influence the intention of employees to move from their jobs. In line with the studies put forward which is high organizational commitment is associated with low turnover [20, 21]. So, from the above description the researcher wants to know through the following hypothesis:

H₄: There will be an Influence between Organizational Commitment to Turnover Intention.

This research is a causal research (explanatory research) with a quantitative approach in form of use causality hypothesis, which explains the causal relationship between the variables studied. Furthermore, the hypothesis will be tested through data analysis techniques using path analysis. Path analysis in this study uses the structure of independent variable Work Life Balance (X), dependent variable Turnover Intention (Y) and intervening variable Organizational Commitment (Z) as intermediate variable that bridges between two variables. Determination of sample in population in this study using the Census method, where all members of the population are used as research samples. The population and at the same time the sample used in this study were all employees in the Nursing section which consisted of nurses and midwives with a total of 79 people (see Figure 1).

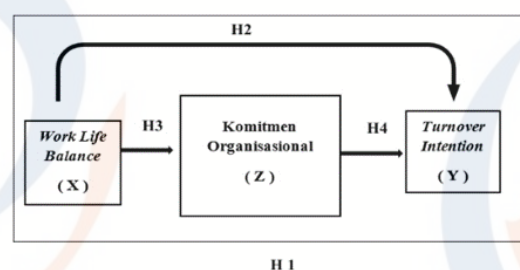


Figure 1. Research Constellation

3. RESULTS AND DISCUSSION

A. Respondent Characteristic

Description of distribution respondents' characteristics in the field of nursing, obtained from the results of questionnaires. According to the sex of the respondents most of the women were 86.1%, and males 13.9%. According to the age of the respondents were dominated by young age namely the age of 19-25 years 41.8% and ages 26-30 years 29.1%. This shows the number of young people, especially those who just graduated from college (fresh graduated) can be accepted to work as employees and play a role in service in hospitals. In education, most of them are dominated by Nursing in Diploma level 55.7% and Diploma Midwifery 27, 3%. While Bachelor / NERS is 19%. This shows that there are still quite high numbers at the Diploma level of Nursing and Diploma Midwifery who come to work in hospital services to seek experience, especially at the executive level or staff. While the distribution of respondents based on the characteristics of work tenure is mostly filled with work period of 1 month - 1 year by 57%, working period 1-2 years by 15.2%, work period > 2 years - 5 years by 15.2 and working period > 5 year at 12,7%. From the description of the respondents' characteristics based on years of service, most of them 57% were filled by employees who have a working period of 1 year and below (including having a working period of 1-3 months 19%), indicating the high level of employee turnover. With this situation as a challenge for hospital management, they must strive to reduce turnover rates by making tighter selections to select prospective employees whose characteristics when selecting have conformity to the hospital culture, have the potential of being dedicated and loyal to the organization, and efforts to improve employee welfare programs. In addition, employees who have worked period > 5 years 12, 7% indicated that the hospital still had a long-time dedicated employee and remained loyal to work as a hospital employee.

B. Validity and Reliability Test

In validation test we used 25 respondents from the nursing field who were randomly drawn, and from 25 respondents 1 person failed to fill out the questionnaire properly so that 24 respondents were respondents who were subject to respondent. The purpose of this research is to measure validity of questions or statements this instrument. The results of the questionnaire trial are sorted using data processing software with the following provisions: If the value of r count > from r table, then the statement item is declared valid, but conversely if the value of r count < from the value of r table then the statement item is declared invalid or fall on significance level of alpha (p) = 0.05. So that the item statement whose value is invalid will be issued or not used in the Research Hypothesis Test. The purpose of the reliability test in this study is to show the instruments used can be trusted or have the reliability to be used as a data filter tool. This reliability testing uses Cronbach Alpha.

Cronbach's Alpha is above 0.7 which means that the question item is reliable or has reliability.

C. Hypothesis Test Analysis

Hypothesis test in this study was conducted to determine the effect of the independent variable on the dependent variable. Hypotheses will be accepted if the P value <0.005 hypothesis test will be significant if the P value <0.05. Calculation of statistical tests between variables in this study can be done through two stages as (see Figure 2)



Figure 2. Stage 1 Regression

D. t-Test

t-test is used to test the influence of each variable. In stage 1, influence of the Work Life Balance variable on Organizational Commitment is obtained, significance t Test result is 0.001 <0.005 which means that Work Life Balance (X) has a significant influence on Turnover Intention (Y) so Hypothesis 3 is accepted. In addition, influence is a positive, meaning that higher Work Life Balance will increase organizational commitment of the hospital and its employees according to Standardized Coefficient Beta: 0.354 (positive). But in this study the value of R² = 0.132 means that 13.2% Work Life Balance affects Organizational Commitment and remaining 86.6% by other variables outside Work Life Balance variable (see Table I, Table II, and Figure 3).

Table I. Result of t-Test

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig	
	B	Std Error	Beta			
1	(Constant)	3.108	.230		13,46	,000
	WLB	,281	,082	,364	3,426	0,001

Table II. Result of R² Test

Model	R	R Square	Adjusted R Square	St. Error of the Estimate
1	,364 ^a	,132	,121	,51701

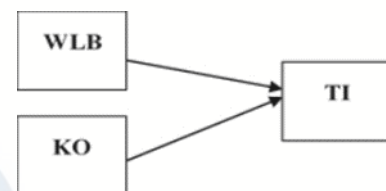


Figure 3. Stage 2 Regression

E. F Test

F test is used to determine influence of the independent variables together (simultaneously) on the dependent variable. The second stage aims to look at influence together Work Life Balance (X) and Organizational Commitment (Z) on Turnover Intention (Y). From the F test obtained significance value = 0,000 which means the

model is above Fit. Model Fit shows the data held in this study in accordance with Figure 3 Furthermore, F test is performed to see effect of Work Life Balance (X) and Organizational Commitment (Z) together on Turnover Intention (Y), which results in the significance of the t test $0,000 < 0,005$, which means the Hypothesis H1 is accepted, or concluded the Work Life Balance and Organizational Commitment together have a significant positive influence on Turnover Intention with $R^2 = 0.502$ or have an influence of 50.2%. In addition, the influence of Work Life Balance (X) on Turnover Intention (Y) is a t test value of $0,000 < 0,05$ which means Hypothesis 2 is accepted or it can be concluded that Work Life Balance (X) has a significant positive effect on Turnover Intention (Y). Standardized Coefficient Beta: 0.692 (positive) and the value $R^2 = 0.502$, which means Work Life Balance affects Turnover Intention by 50.2%, and the remaining 49.8% by other variables outside the Work Life Balance variable. Besides the influence of Organizational Commitment on Turnover Intention is a t test value of $0.636 > 0.005$ which means Organizational Commitment does not influence Turnover Intention or Hypothesis 4 is not accepted (see Table III to Table VI).

Table III. Results of F Test

Model	Sum of Squares	df	Mean square	F	Sig
1 Regression	23,077	2	11,538	38,301	,000 ^b
Residual	22,896	76	,301		
Total	45,973	78			

*Ps: Dependent variabel is TI; Predictors (Constant) is KO, WLB

Table IV. Result of t Test

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig
		B	Std Error	Beta		
1	(Constant)	,443	,449		,988	,326
	WLB	,746	,094	,692	7,968	,000
	KO	,057	,121	,041	,475	,636

*Ps: Dependent Variabel is TI

Table V. Result R2 Test

Model	R	R Square	Adjusted R Square	St. Error of the Estimate
1	,708a	,502	,489	,54887

*Ps: Predictor (Constant) is KO, WLB

Table VI. Results of Hypotesis Test Data was Processed in 2019

Hypotesis	R ²	Std Coefficient Beta	P	Results
Influence of Work Life Balance (X) on Turnover Intention (Y) With Komitmen Organizational (Z) as Intervening Variable	0,502	-	0,000	H1 : Accepted
Influence of Work Life Balance (X) on Turnover Intention (Y)	0,502	0,692	0,000	H2 : Accepted
Influence of Work Life Balance (X) on Organizational Commitment(Z)	0,132	0,364	0,001	H3 : Accepted
Influence of Organizational Commitment (Z) on Turnover Intention (Y)	0,502	0,041	0,636	H4 : Not Accepted

F. The Influence of Work Life Balance (X) on Turnover Intention (Y) With organizational Commitment (Z) as Intervening Variable

The results show Work Life Balance and Organizational Commitment together influence employee intention to leave, even though Organizational Commitment directly does not influence Turnover Intention. Increased commitment to employees does not influence intention of employees leaving the hospital. Work life Balance together with Organizational Commitment has a positive and significant impact on Turnover Intention. This situation can be explained that, the authors see the demographic factors of nursing employee respondents contribute to the results of this study. Demographically, based on the age of nursing employees, most were young, aged 19 years to 25 years 41.8% and 26 years to 30 years 29.1%. Younger employees tend to think pragmatically, want to look for opportunities and because of the generally high demand for nursing staff, it is easier for them to think to look for opportunities to get better offers or to look for opportunities to get their wishes in new places. So Work Life Balance is seen as an opportunity or opportunity to find a new job. Generally, from researchers' observations the factor of job satisfaction and a higher offer to get benefits from other hospitals is a factor that influences the reasons for nursing employees leaving in addition to other reasons. In addition, demographic factors that are relatively new work period of 1 month to 1 year by 57%, Generally the lower or more new employees are accepted to work will be the emotional attachment of employees to the organization. So employees who have relatively new tenure tend to not yet have an attachment to a strong organization.

G. The Influence of Work Life Balance on Turnover Intention

The results show that Work Life Balance has a significant positive effect on Turnover Intention. This situation is caused by the same factors as previously explained, that demographic factors, job satisfaction and offers to get higher benefits are assumed to be factors that influence. From the research calculations the effect of Work Life Balance on Turn over Intention was 50.2% while the remaining 49.8% was influenced by other variables not examined in this study.

H. The Influence of Work Life Balance on Organizational Commitment

The results show Work Life Balance has a significant positive effect on Organizational Commitment. This shows that the higher the Work Life Balance, the higher the organizational commitment of nursing employees. From the calculation of the effect of 13.2% while the remaining 86.8% is influenced by other variables which are not examined in this study.

I. The Influence of Organizational Commitment on Turnover Intention

The results show organizational commitment does not influence on Turnover Intention. This shows that increased commitment does not influence on intention to leave the employee. The results nursing staff questionnaire answers on average answered high on normative commitment. So even though they have a high commitment but it does not affect the intention to leave the employee. From the calculation results obtained a P value of 0.638 or greater than 0.005 so that shows commitment has no effect on Turnover Intention. The employees who have high commitment in the company for various reasons because of dissatisfaction with various reasons. The several sources of employee dissatisfaction that had been investigated in the US based on a survey by consultants from 262 organizations, the five main or highest reasons for high-committed / best-performing employees to leave their organization (high to low ranking) were; 1) payment, 2) promotion opportunities, 3) work life balance, 4) career development, and 5) health care benefits. Other reasons employees leave voluntarily include injustice, the voice they hear, and lack of recognition.

J. Intervening Test

Test influence of intervening variables in this study using path analysis can be explained that, path analysis is an extension of multiple linear regression analysis and is used to estimate the causality relationship between variables that have been predetermined based on theory. A direct relationship occurs when one variable affects another variable without a third variable mediating or intervening the relationship between the two variables. While the indirect relationship is when there is a third variable that mediates the relationship between the two variables. Figure 4 shows diagram path Intervening test is calculated by looking at valid values in the estimated parameters where the indirect influence (II) is greater than the direct influence (DI) or $(II > DI)$.



Figure 4. Path Analysis Intervening Test

where, Intervening $PTL > PL$ with $(b \times c) > (a)$ $(1) = (0,364 \times 0,041) > (0,692)$ or $0,0149 < 0,692 = II < DI$. So, in the above equation it can be concluded that, Organizational Commitment cannot be intervened in this study. This shows that Work Life Balance through Organizational Commitment cannot influence Turnover Intention because Organizational Commitment is not a comedication

K. Research Findings

This situation shows the Work Life Balance when joining together Organizational Commitment as an intermediate variable can significantly and positively influence the increasing Turnover Intention. In addition, the average work life balance of nursing staff is moderate or medium, based on respondents' answers grouped into three groups (three box method) high, medium, and low. Work Life Balance directly affects positively and significantly on Turnover Intention. This shows the increased Work Life Balance will increase the Turnover Intention of nursing employees, making it a challenge for management to make efforts to reduce turnover rates by focusing first on improving welfare, reducing work stress, promotion opportunities and career development programs. Based on the calculation of the Three Box Method the average Turnover Intention is obtained. Work Life Balance has a positive and significant influence on Organizational Commitment. This means that the increased Work Life Balance will increase the organizational commitment of nursing employees. So the hospital can make efforts to improve employee commitment through increasing Work Life balance. Organizational commitment is found to be high on Normative Commitments. Organizational commitment has no effect on Turnover Intention. This shows that even though the results of the study are based on the Three Box method of Normative Organizational Commitment, the average employee is high but does not influence on intention of leaving nursing staff. Findings Organizational Commitment is not an intervening variable, where Work Life Balance through Organizational Commitment does not affect Turnover Intention.

4. CONCLUSIONS

There is an effect of Work Life Balance on Turnover Intention with Organizational Commitment as an intervening variable in nursing employees. Work Life Balance Together Organizational Commitment influences Turnover Intention. So, Work Life Balance is not the current priority program associated with efforts to reduce Turnover Intention, but other influential factors such as income levels, job satisfaction, career development can be factors that can be improved through hospital management programs. There is an influence of Work Life Balance on Turnover Intention. Demographic factors and other factors such as job satisfaction, income levels are assumed to play a role in this causality. There is an influence of Work Life Balance on Organizational Commitment. In terms of increasing Normative Commitments, Work Life Balance program can be an option for hospital management. There is no influence between Organizational Commitment to Turnover Intention. So Organizational Commitment is not seen as variable plays a role in reducing the turnover rate of nursing employees. The right concept needs to be created and implemented in the selection of prospective employees so that it is expected to reduce employee turnover.

From the results of the selection of prospective employees are expected to employ individuals who have values in accordance with organizational culture characteristics and have high motivation, have the expected competence. Required Further identification of other factors or variables that play a role in increasing Turnover Intention of nursing employees. Dissatisfaction, income level, career development are things that need management attention. Hospital management needs to further identify the level of need for nursing staff in the area around the hospital, the high level of need and demand can be a factor in the movement of employees to other places. So it is necessary to compare with other hospitals around in terms of programs in the field of human resources in reducing the turnover rate. Hospital management needs to know why employees leave. This can be done with an interview approach to employees who will leave directly or through superiors and fellow staff or conduct a small survey to determine the desires and expectations of employees without mentioning the name.

For Hospital Management will Improve employee welfare, adjusted to hospital capabilities. Welfare can be increased by giving bonuses to employees who have prestatation or provide the best performance. Give appreciation and attention through appreciation from the hospital. Owner and top management support will be very important for employees. Employees who have good talent or perform well are a concern for getting rewards, and career development priorities. Management provides programs and motivation for superiors to pay attention to their staff. Conducting employee satisfaction surveys will aim at knowing level of employee satisfaction, and will find out factors that influence employee satisfaction in carrying out their work. Creating training programs and career development programs, so employees will be expected to improve their abilities and competencies, and will motivate to reach their prestatation. Career development efforts will be facilitated by hospitals for employees who have will and ability to develop themselves, training programs, education in form of scholarships and sending them to school at higher level. With this program will have impact on their future. So that they will be expected to increase their commitment and move forward and develop together with this hospital. In addition, the training program will be accompanied by involvement in employment contracts.

Results of this study will be expected to developed by subsequent researchers by adding a number of other variables that may affect to Turnover Intention, or looking for other intervening variables that will have an influence. In addition, the authors hope that further researchers will analyze through a deeper study of the three variables in the study with other research subjects, whether they have similar or different results from this study. So, by conducting other similar studies by adding or developing variables, will be hoped that they will use as a comparison in perfecting research.

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