# The Effects of Work-Family Conflict, Job Stress and Turnover Intention on The Performance of Employees of PKU Muhammadiyah Gombong Hospital

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**Abstract**. This study aims to analyze the effects of work-family conflict, job stress, and turnover intention on employee performance at PKU Muhammadiyah Gombong Hospital. The research method used is a quantitative method by collecting data from a validated questionnaire based on a Likert scale. Work-family conflict, job stress, and turnover intention are the independent variables, and employee performance is the dependent variable. Sample of 172 respondents were permanent employees of it. The analysis technique used is multiple regression with Smart-PLS 3.3.2 application. The results showed that work-family conflict has a negative and significant impact on employee performance. Work stress has a negative but insignificant impact on employee performance. Intention to quit has a negative and significant impact on employee performance.

Keywords: Hospital, Work Stress, Turnover Intention, Work Family Conflict

## 1. Introduction

A hospital is an organization that plans and provides medical services, including inpatient, outpatient, and emergency care. To do this, they need access to a range of human resources, including medical and medical support staff, nurses, pharmacists, hospital administrators and non-medical staff. Human resources are a decisive factor in every company and play an important role in the success and effectiveness of implementing company goals. Employees must be treated properly as human resources if they are to contribute positively to the success of the organization. Failure of Human Resources (HR) to fulfill its duties and responsibilities will affect employee performance because HR is expected to be the driving force for the organization to achieve its goals. Underperforming employees are likely to consider leaving their companies. Faced with this, companies must plan the prospects of employees who want to move to other companies (Sari, 2014) [1].

The work environment can also affect employee performance. Siagian and Khair (2018) [2] argue that a work environment is considered good if employees can perform activities in an optimal, healthy, safe, and comfortable manner. The work environment is everything that surrounds employees and can influence them in performing assigned tasks. A poor work environment often causes employees to be indifferent to their tasks, not promote creativity, reduce stress and productivity, and in the worst conditions will lead to the intention or desire of employees to move on. Other organizations have better working environments. [3].

PKU Muhammadiyah Gombong Hospital was the site of a study on employee performance with influencing variables, specifically work-family conflict, work stress, and turnover intention. Work-family conflict is a type of inter-role conflict in which work and family roles require equal attention [4]. [5] suggests that sadness, anxiety, and stress are directly related to work-family conflict. Employee stress, if managed properly, can improve performance, but excessive stress still negatively impacts employee performance [6]. [7] states that since stress is a strain that creates physical and psychological imbalance, which can affect a person's mental, emotional and situational processes, it will affect to one's job if the job stress experienced. Turnover is defined as an employee's resignation, voluntary or involuntary, that is permanent [8]. Turnover begins with an employee's intention to quit or desire to leave their job. Employee performance may decline due to high turnover intention, employees may only meet expectations and not exceed them.

The results of previous studies have had positive and negative results, the different research results are one of the reasons that became the foundation of this study. Positive results have an impact on improving employee performance because when employees experience work-family conflict, their productivity increases because they want to reunite with their families immediately. Employees experience stress at work but improved performance means that employees perceive the stress experienced as a challenge that makes them want to take on the challenge. Employees intending to change jobs tend to try to find information about jobs at other companies and start comparing that job with their current job, but the large number of candidates become competitors and the distance from the company makes them think twice about leaving their current job and want to improve their performance to receive more incentives.

Interview results with one of the ward managers at PKU Muhammadiyah Gombong Hospital showed that there are at least 2-3 people changing shifts every week, 1 person per week is allowed to not come to work, 2-3 people are allowed to not come to work. People are allowed to work late every month and there are still employees who leave companies/organizations of more than 5 employees per year. Employees are also not aware of the importance of discipline, which is confirmed by the fact that more than 30% of employees do not actively take fingerprints.

The objectives of this research are: (1) to analyze the negative and significant impact of Work Family Conflict on Employee Performance; (2) to analyse the positive and significant influence

of Work Stress on Employer Performance; (3) to analyse the negative impact and significant effect of Turnover Intention on Empleyee Performance.

## 2. Literature Review

Work Family Conflict is a type of role conflict in which work and family role pressures collide [9]. [10]. [11], states Work Family Conflict is a type of role conflict that arises when employees are unable to balance their personal and work life when one of their work or household life is in conflict with the other. Work-family conflicts can occur when personal and professional responsibilities overlap, such as when employees have domestic problems, are unable to concentrate on work, are often late, and cannot finish work. It can also occur when work problems spend employee time, thus preventing them from meeting their family needs, such as relaxation, leisure time, and eating with the family.

There are three indicators of Work Family Conflict according to Greenhaus and Beutell in [12] among others: 1) Time based conflict Conflicts that are based on the lack of time to meet one need, whether it comes from family or work. 2) Strain based conflicts The pressure given to one role will cause conflict that affects performance in the other role. 3) Behavior-based conflict The inconsistency between one's behavioral habits and those expected by both sides.

If the Work Family Conflict is not resolved, it will have a negative impact on household life, job satisfaction, tension, health problems, and disputes with other family members. On the job side, Work Family Conflict will lead to a decrease in employee dedication to their work, which can ultimately drive high turnover within the company. [13]

Working stress according to some experts among them: [14] Work stress is characterized by a change in one's self that causes them to deviate from the habits they make and is a condition caused by relationships between workers and others at work. [15] defines monotonous activity such as lack of sleep, poor eating, or side effects of a disease can cause physical stress. Stress can also be of a mental nature, such as worrying about the financial situation, the health of a loved one, retirement, or experiencing emotional events such as losing a partner or being fired from the job. [16] states that stress is a complex, changing, and dynamic process that includes triggers, stress perspectives, short responses, health implications, and other aspects.

Some factors causing work stress according to [14]: 1).Sources of stress outside the organization Outside the company there are sources of stress, in an open organization the external environment can influence. Stress of this kind can evolve, for example family, globalization, social and technological developments, and other elements. 2) Sources of stress from within the organization. These factors are more related to corporate laws or policies that unfairly burden workers. 3) The group becomes the trigger of stress. Workplace stress caused by day-to-day interaction with a working group, such as a colleague, or from a boss. 4)

Individual stressors Individuals in organizations are a source of stress. For example, an employee may be involved in a dispute with another employee, which adds to the stress of the individual when performing tasks at work. [18] also argues that anything related to work can be seen as a source of stress for employees: 1) Excessive workload. 2) Time limit or pressure. 3) Disappointment. 4) Conflict between individuals and groups. 5) The place of harmony between the values of the company and the employees.

Turnover intention has become a heavily debated topic. The desire to relocate is accompanied by actions such as finding out about another company, starting to compare the current job with another job, and lowering the work ethos with frequently late employment, escaping, and reduced productivity. [18], [11] explained the phenomenon of Turnover Intention in his research stating that as technology advances, employees become more skilled in evaluating the value of other people's efforts. Turnover is the final act of leaving someone's job, while intensity is the desire to move work accompanied by an evaluation action. Based on the definition given above, Turnover Intention refers to the tendency of employees to leave their current position or company.

Performance is defined by [19] and [20] as the degree or quality of task completion that improves employee work, or how successfully they perform assigned tasks. Performance is measured in terms of output and not in the terms of effort, which is related to the amount of energy spent. Good employee performance is directly related to the organization's success in achieving its goals. [21].

Fauzi and Nugroho (2020) [20] stated that the results of a person's work are realized through performance in the organizational unit where he works. [22], [20] explained that if an agency completed its tasks on time, then the result of the work they produced would lead to increased efficiency and efficiency of performance, when: 1) The output of an activity, both physical and non-physical, which is expected to benefit the community. 2) Results are measures of success or results that follow the provision of a service, i.e. everything that describes how the output of an activity works in the medium term (direct effect). Therefore, all medium-term activities must be able to show the direct impact of the activity; and 3) The relationship between effort and success is all efforts and results of services that are effectively linked. Bernardin and Russel put forward six key performance criteria in [20], namely: quality, quantity, timeliness, cost-effectiveness, the need for supervision, and interpersonal impact.

Studies conducted by [23] and [24], found that Work Family Conflict has an adverse impact on Employee Performance. Other studies, such as [25] , [26], [27], and [28]. Work family conflict has a negative and significant impact on employee performance.
**H₁**: Work Family Conflict has a negative and significant impact on Employee Performance.
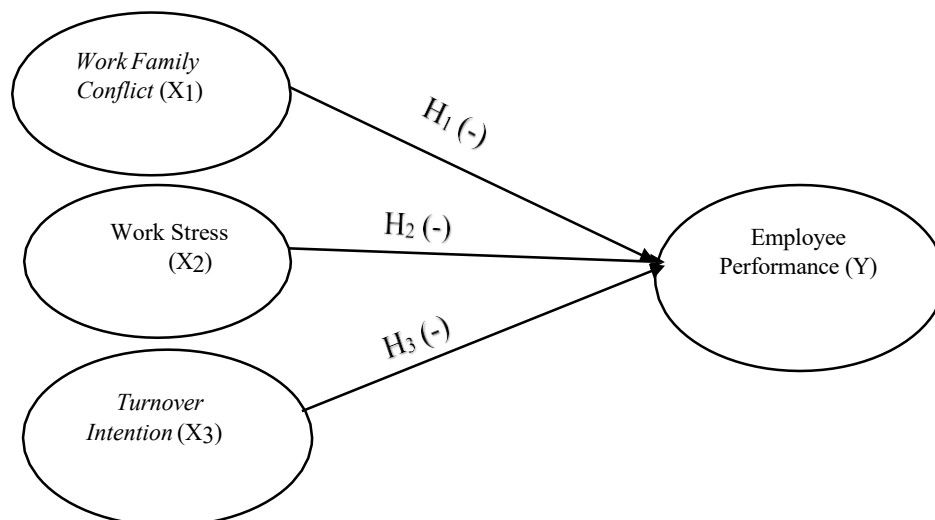
When the stress level reaches an optimal level, good performance will be produced. Optimal levels of stress will produce original thinking, enthusiasm, and productive outcomes.

Employee performance will decrease when stress levels are very high, in this condition, performance will decline. Excessive stress leads employees to become sloppy because they are no longer able to cope with too heavy work [28]. [29] stated, Work stress has a negative and significant impact on performance, which shows that Work stress decreases employee performance.

**H₂**: Working stress has a negative and significant impact on employee performance.

[30] stated that the way employees show high Turnover Intention is by not doing the job and duties they have at work. Employees who have committed themselves to a certain habit and neglect their primary duties as employees are almost certain to have poor performance. [31]. [32] argued that the higher the turnover intention, the lower the employee's performance. [33].

**H₃**: Turnover Intention has a negative and significant impact on Employee Performance.



Source: Trisnawati, *et al*. (2021) [24] and Asmara (2017) [34]

Figure 1.1. Research Model

## 3. Research Method

The method used in this study is a quantitative method, with a sampling technique using proportional stratified random sampling, which is a sampling method that involves stratifying the population, taking random samples from each strata and combine them into samples that will be used to estimate the parameter population. The population of this study included 340 permanent employees of PKU Muhammadiyah Gombong Hospital, including permanent employees of medical staff and non-medical staff, because of work-family conflict, Work stress and the idea of quitting due to personal injury can happen to anyone. The number of samples used in data collection can be estimated using the sample size determination table by Isaac and

[35], which identified 172 permanent employees. The data collection method uses a questionnaire with different measures using a Likert scale.

The researchers used the probability sampling approach, that is, proportionate stratified random sampling, where every individual in the population has the same chance to select. So that the measurement can be done later by involving only a few samples [36]. [35] stated that the methodology of proportionate stratified random sampling is a sample-taking method that involves stratification of populations, taking random samples from each layer, and combining them into samples to be used in estimating population parameters. A population of 340 took samples using Isaac and Michael tables with a 5% error tolerance, obtaining samples of 172 respondents, this means the number of samples is half the population. The respondents consisted of the clinical services directorate of 107 respondents, the supporting directorate for clinical service of 42 respondents, the financial directorate and SIRS 12 respondents and the SDI, AIK and General directorates of 11 respondents.

Surveys or questionnaires are used to gather the opinion of respondents, who only respond by choosing one of the available answers. A total of 172 copies of the questionnaire are distributed to respondents using a racket that is in line on 2 different days and given a week to fill in.

Data processing using Structural Equation Modeling (SEM) is a statistical method to investigate patterns of interaction between latent structures and indicators, between latent structures, and between latent and indicator, as well as direct measurement errors [37] to analyze the model of possible route equations. [38]. This study uses Partial Least Squares (PLS) that examine the relationship or impact between dimensions to test the relationship between predictives. SEM is constructed on the basis of measurement models and structural models, to evaluate the validity and validity of discrimination, measuring models are used to produce such assessments.

Validity and reliability tests which are data measurement instruments are used to determine whether the instrument in the research meets the requirements as a good measure. This research will measure the variables and statements that are present in the questionnaire, thus performing a quality test of the results obtained. The questionnaires were distributed to 172 respondents and subsequently the data obtained was tested for validity and reliability. Validity and reliability of instruments are tested using a statistical test tool with PLS (Partial Least Square) analysis, i.e. analyzing interdimensional relationships or influences to test interdictional relationships. Convergence and discrimination validity are used to evaluate validity. Convergent validity is supported with a loading factor value greater than 0.70 [39], or if the load factor value is equal to or above 0.50 then the item is said to be valid or already considered to be sufficient. [40]. A questionnaire is valid if the statements contained in it can reveal a construction that will be evaluated by the questionary. [40].

To calculate the reliability value of a construction, a reliability test is performed to verify whether a questionnaire that is an indication of a variable or construction is reliable or not. [40]. The Cronbach Alpha value, which must be more than 0.7 to be considered reliable, is used in the PLS reliability test [39].

The Data Analysis Method uses R-Square ($R^2$) which provides information related to the proportion of the role of exogenous variables in explaining variability on endogenouse variables [41]. $R^2$ values range from 0 to 1, the closer to 1 and the higher the number, the more accurate the model prediction. The threshold of accuracy is 0.75 for high, 0.5 for moderate, and 0.25 for low or weak. [42].

Partial Significance Analysis (T-Test) to determine the magnitude of influence produced or predicted by each free variable on a partially bound variable. A statistical t-value is accepted when the statistical-t value is more than 1.96 or 95% [42]. The Sugiyono Hypothesis Test defines the hypothesis test as a technique for making conclusions based on data analysis, both through planned studies and extrapolated observations.

Double regression analysis with SEM (Structural Equation Model) through Smart-PLS software version 3.3.2 is used to test hypotheses. The significance of the relationship between structures or latent variables is indicated by the path coefficient, which determines the absence of a relationship between the late variables in the research. The latent variable is indicated by the path coefficient, which determines the absence of a relationship between the latente variables in the research model. T-statistics are generated by a bootstrapping approach to the latent variable inter-path coefficient. A hypothesis is considered acceptable when the p-value for the significance test is less than 0.05, or when the resulting statistical t-values are more than 1.96 or 95% [42]. Discussions about the hypothesis and the impact of each variable are carried out after the findings of the significance test determine the acceptance or rejection of the hypothetical.

## 4. Result and Discussion

**R-Square**

R-Square ($R^2$) provides information related to the proportion of the role of exogenous variables in explaining the variability of endogenous variables [56].

**Table 1.** Value of *R-Square*

| Variable | R-Square | R-Square Adjusted |
|---|---|---|
| Employee Performance | 0,143 | 0,128 |

Source: Smart-PLS Application Processing Results 3.0, 2023.

The $R^2$ value is only 0.143 or less than 0.25, so the model linking exogenous variables with endogenous variables is considered weak. This means that exogenous variables such as work-family conflict, job stress, and turnover intention can only affect employee performance by 0.143 or 14.3%, with the remaining is influenced by other variables.

**F-Square**

Effect size ($F^2$) provides information regarding the influence of exogenous variables, whether they are weak, moderate, or strong [57]. The F-Square values are shown in Table 2.

Table 2. Value *F-Square*

| Variable | Employee Performance |
|---|---|
| *Work Family Conflict* | 0,042 |
| *Work Stres* | 0,020 |
| *Turnover Intention* | 0,042 |

Source: Smart-PLS Application Processing Results 3.0, 2023

The test results show that all variables have low $F^2$ values, which proves that the relationship between exogenous and endogenous factors is very small or weak. Wong (2011) suggests that f-square values of 0.02, 0.15, and 0.35 represent small, medium, and large effects, respectively, for example if f-square $0.02 \leq f \leq 0,15$ has a small influence of exogenous variables on endogenous variables, f-square $0.15 \leq f \leq 0.35$ has an influence of exogenous variables on average endogenous variables, while f- square $f \geq 0.35$ has a large influence of exogenous variables on endogenous variables. Although there is an effect of work-family conflict, job stress, and turnover intention, it is very weak but can still explain employee performance.

**Hypothesis Test Analysis**

Table 3. *Path Coefficient*

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic (⎮O/STDEV⎮) | P Values | Result |
|---|---|---|---|---|---|---|
| *Work Family Conflict →Employee Performance* | -0,204 | -0,216 | 0,085 | 2,399 | 0,017 | Significance |
| Work Stres → *Employee Performance* | -0,137 | -0,185 | 0,107 | 1,280 | 0,201 | Not Significance |

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T-Statistic ($\mid$O/STDEV$\mid$) | P Values | Result |
|---|---|---|---|---|---|---|
| Turnover Intention → *Employee Performance* | -0,196 | -0,217 | 0,083 | 2,359 | 0,019 | Significance |

Source: Smart-PLS Application Processing Results 3.0, 2023.

Table 3. reveals that the variable Work Stress does not have a significant effect on employee performance, with a p-value of 0.201, however, the variables Work- Family Conflict and Intention to Leave do have an effect that significant effect, with p- values of 0.017 and 0.019. The results of hypothesis testing can then be implemented to answer the research problem. The decision to support or reject a hypothesis is based on the direction and significance of the test results.

Table 4. Hypothesis Test Results

| Name | Hypothesis Relation | Direction | Hypothesis Test Results Significancy | Direction | Result | Decision |
|---|---|---|---|---|---|---|
| H1 | *Work Family Conflict → Employee Performance* | (negative) | Significance | (negative) | Compliant | Accepted |
| H2 | *Work Stress → Employee Performance* | (negative) | Not Significance | (negative) | Not Compliant | Rejected |
| H3 | *Turnover Intention → Employee Performance* | (negative) | Significance | (negative) | Compliant | Accepted |

Source: Smart-PLS Application Processing Results 3.0, 2023.

Table 4 above shows that H1 and H3 are accepted, while H2 is rejected because it is not significant on Employee Performance.

**Discussion**

**Work Family Conflict and Employee Performance**

The first hypothesis (H1) states that work-family conflict has a negative and significant effect on employee performance. The tested hypothesis resulted in an initial sample value of -0.204, a t-statistic of 2.399, and a p-value of 0.017, indicating that work-family conflict has a negative and significant impact on performance employee productivity, indicating that H1 is accepted. Work-family conflict negatively affects employee performance, meaning that when work-family conflict is high, employee performance will decrease and when work-family conflict is low, it will decrease, and Employee performance will increase. According to other studies such as that of [43] and other studies, such as those by [25], [60], and [28], complement the results of this study by showing that work-family conflict has an impact on negative and significant impact on employee performance.

Work-family conflict, or conflict resulting from work-family stress, was previously considered one-sided. However, many scholars now believe that the conflicts that can arise when work interferes with family time support a multidimensional perspective. There are three aspects involved in this issue: tension- based, time-based, and behavior-based [44]. Conflict in organizations can be both beneficial (constructive) and harmful (destructive) to individuals and organizations. Moderate levels of conflict can improve individuals and organizations, but very low or very high levels of conflict can harm individuals and organizations. The benefits of conflict include increased exploration and creativity, increased commitment, and reduced stress, while the disadvantages of conflict include reduced performance.

The conflict that occurred between the permanent employees of PKU Muhammadiyah Gombong Hospital can be considered destructive because the conflict has become an obstacle to work, showing a very low level of conflict with an $f^2$ value of 0.042 . Conflicts between permanent employees of this organization reduce work motivation and have a negative impact on the organization over time. Work-family conflicts, if not resolved, will negatively impact work and family life satisfaction, stress and tension, health problems and disagreements with colleagues, and also turnover [45].

This study contradicts the finding of [64] that work- family conflict has a positive and significant impact on employee performance, in which employee performance increases when there is work-family conflict because employees will be more excited to work, so they can leave. They can come home on time and reunite with their family immediately, or when the family has urgent business, they can go home first without leaving anything unfinished.

According to [47], work-family conflict can be overcome through social support. Social support is beneficial behavior, such as showing interest, giving advice, helping, or providing relevant feedback. There are two forms of social support depending on the source of support, which are

work-related social support, including supervisors and coworkers, and non-work-related social support, including spouse, family and friends. Four aspects must be respected to create good social support, including emotional support, which shows sympathy, care, and concern. Instrumental support, which represents direct support such as the acquisition of facilities that can facilitate the achievement of goals, such as donating to those affected by natural disasters. Informational support, expressing help in the form of comments, information, advice and instructions to help someone solve a problem. Active support (appreciation), in the form of showing respect in the form of appreciation for efforts made and positive comparisons with other individuals [48].

**Work Stress on Employee Performance**

The second hypothesis (H2) focuses on the impact of job stress on employee performance, stating that job stress has a negative and significant impact on employee performance. The research results yielded an initial sample value of -0.137 with a t- statistic value of 1.280 and a p-value of 0.201, showing that work stress has a negative and insignificant impact on employee performance. Therefore H2 is rejected because the results obtained are not significantly supported by the $f^2$ value of 0.020. Work Stress does not affect Employee Performance.

The results of this study are supported by research of [49] and [50], which found that workplace stress has a negative but small impact on employee performance. An interview with one of the deans of PKU Muhammadiyah Gombong Hospital confirmed this hypothesis, as the staff believed that their work had become a daily routine and therefore they were used to it and could overcome it. Stress issues at work to continue providing the best service and Feasibility of patients.

The insignificant effect of this study is supported by [51] study that job stress has no significant effect on employee performance, implying that job stress that employees encountered by the employee does not affect the employee's performance and does not result in a decrease in work performance of job. The work stress experienced by permanent staff at PKU Muhammadiyah Gombong Hospital means that it remains at a level that does not have a negative or work-reducing impact.

The results of this study are also supported by [52] theory that as stress levels increase, human performance also increases to some extent. At this stage, a person does not feel stressed but feels more excited, excited or motivated. However, after this point, increased stress reduces a person's performance and ability to cope. Most people have an optimal stress range or "comfort zone" where they feel comfortable and perform well. When someone step out of his comfort zone, fatigue sets in, signaling that we need to reduce our stress levels. If this is not done, the person will become tired, sick and eventually lose of consciousness.

Employee performance is also influenced by psychological capital. [53] suggested that

psychological capital can help employees achieve target performance. Indeed, having self-confidence contributes to success in many tasks, creates optimism about career success and maintains hope of achieving goals, while sustaining oneself and further recovery to success (resilience). Psychological resources help eliminate stress and anxiety created by work responsibilities, thereby reducing negative attitudes. Employees with high psychological capital can cope better with stress [54]. The lack of effect of work stress is supported by the results of an interview conducted with one of the hall managers, specifically the senior Multazam Room, where he said that despite the lack of staff, staff have jobs and facilities and infrastructure are insufficient, nurses continue to maximize their work by borrowing medical equipment from other services. The hospital is also a learning place for nursing students who practice or go on field trips, helping to reduce fatigue due to workload.

The results of this study differ from those of [28] and [43], who found that work stress has a positive effect on employee performance, in which work stress is not seen as an obstacle but as a challenge that must be overcome to achieve results, better performance results. Strategies for reducing workplace tensions aim to establish good and mutually open professional relationships, and discussions aimed at reaching consensus to resolve them will reduce the impact and effects of negative stress in the workplace. Increasing compensation and benefits is also important to create and maintain workplace stress in the face of negative impacts, so that workers have confidence in the goodwill of the company or organization in the future in improving their welfare. To increase trust, increase rights and obligations, both parties must sign a collective labor agreement, to reduce anxiety, distrust, and stress at work because of the guarantee of a partner.

**Turnover Intention to Employee Performance**

The third hypothesis ($H_3$) states that turnover intention has a negative and significant impact on employee performance. The hypothesis testing results show that turnover intention has a negative and significant impact on employee performance, with an initial sample value of -0.196, a t-statistic of 2.359 and a p-value of 0.019, giving H3 is accepted because the results obtained are negative and significant. Employee performance is negatively affected by turnover intention, suggesting that if turnover intention is high, employee performance will be poor and vice versa.

The results of this study are consistent with the study of [55] which showed that turnover intention has a negative and significant impact on employee performance. The assertion that employees demonstrate high turnover intention by not completing assigned work and responsibilities supports the impact of turnover intention on employee performance. Employees who habitually neglect their primary responsibilities as employees are more likely to perform poorly [31]. Analytical data on permanent employees of PKU Muhammadiyah Gombong Hospital shows that the majority of respondents aged 17-25, 26-35 and 36-45, most are want to improve their careers. This may be due to having to be the breadwinner of the family since

childhood, the cost of preparing for marriage or the increasing demands of the family.

[56] suggested that length of employment, recent education level, and age influence the intention to leave a company. The required working time to become an official employee is 3 years. After meeting the requirements, an evaluation will be conducted to promote from contract employee to permanent employee. Employees with less than 5 years of experience often think they have the minimum experience to qualify for jobs at larger hospitals or higher-paying companies, while those as young as 6 to 10 years old and from 11 to 15 years old, they believe their career will be more suitable. Their professional path does not increase or stagnate in one position, so they intend to leave if there is a job that is more promising in terms of career path and salary.

Employees who have worked for more than 15 years often feel bored with their jobs, and old age makes them want to work more comfortably because at this age they often suffer from foot pain, affecting their work performance. In addition, the training of newest employees is mainly D4/S1 and D3, competition for jobs is very fierce, training also affects their position, employees with higher education can continue close to their desired positions, while employees with lower education levels must be satisfied. If they are not promoted, they must make more efforts to make their superiors notice their good performance and hope to receive a bonus for this good performance. That is why, even when their intention to change jobs is high, they still do well because they realize that it is difficult to get a better job [78].

The results of this study contradict the research of [34], [57] and [58], which showed that turnover intention has a positive and significant impact on employee performance. When employees realize that the competition to get a better job is very tight, requiring adaptation to new environments and a more distant company location, they choose to improve work efficiency, and current job to be promoted to a higher position. One way that can be used to control turnover intention is to offer appropriate salaries to employees. The compensation offered is not only financial compensation but also in the form of non-financial compensation. Compensation can be in the form of workplace safety and comfort, health insurance and vacation bonuses. Improving the hiring process can also be key to preventing turnover. Explaining actual working conditions and hiring employees to appropriate standards will reduce turnover intentions.

## 5.  Concluison

The Conclusion of this research were:
1.  Work Family Conflict has a negative and significant effect on Employee Performance at PKU Muhammadiyah Gombong Hospital.
2.  Work Stress has a negative but not significant effect on Employee Performance at PKU Muhammadiyah Gombong Hospital.
3.  **Turnover Intention has a negative and significant effect on Employee Performance at PKU

Muhammadiyah Gombong Hospital.

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