

The Effect of Job Demand and Work-Life Balance on Turnover Intention of Health Workers at RSU Aghisna Medika Kroya, Cilacap District

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Abstract Turnover intention is an important indicator in human resource management because it reflects employees' intention to leave their jobs. This study aims to examine the effect of job demand and work-life balance on turnover intention in health workers at RSU Aghisna Medika Kroya Kabupaten Cilacap. The study used a quantitative approach with a sample of 103 respondents taken through the Krejcie and Morgan table. Research instruments in the form of Turnover Intention, Job Demand, and Work-Life Balance scales. Data were analyzed using multiple linear regression. The results show that job demand ($p = 0.008 < 0.05$) has a significant effect on turnover intention, work-life balance ($p = 0.012 < 0.05$) has a significant effect on turnover intention, job demand and work-life balance affect turnover intention with a value of $p = 0.001$ ($p < 0.05$), a simultaneous contribution of 12.4% ($R^2 = 0.124$). This finding confirms the importance of managing job demands and work-life balance in reducing turnover intention. It is recommended that hospital management develop work policies and welfare support programs for employees.

Keywords : Job Demand, Work-Life Balance. Turnover Intention, Health Workers

1. Introduction

The healthcare industry is now experiencing rapid development and is required to be managed professionally according to scientific management principles [1]. Hospitals as health service providers have a high dependence on professional and competent human resources (HR), the availability and stability of health workers greatly affect the quality of service and the achievement of the hospital's vision and mission [2]. Therefore, hospital HR management is a crucial aspect that includes recruitment, selection, and efforts to maintain the workforce [3].

The performance of health workers has a strategic role in the success of hospital operations. To create optimal performance, hospitals need to pay attention to compensation, training, fair division of labor, and a conducive work environment [4]. However, in practice, not all hospitals are able to create ideal working conditions, resulting in increased turnover intention, which is the desire of employees to voluntarily resign [5].

Turnover intention is a serious problem that can hamper hospital operations. When health workers decide to leave, hospitals have to spend additional resources on recruitment and retraining processes, and bear the risk of disruption of services to patients [6]. Based on data obtained from Human Resources (SDI) Management of RSU Aghisna Medika Kroya Kabupaten Cilacap, the following data is obtained:

Table 1. Turnover data 2017-2023 RSU Aghisna Medika Kroya Kabupaten Cilacap

Year	Number of Employees	Number of Employees In	Number of Employees Out	Percentage
2017	189	34	24	13%
2018	199	28	26	13%
2019	201	34	28	14%
2020	207	22	31	15%
2021	198	35	21	11%
2022	212	53	9	4%
2023	242	48	18	7%

Table 1 above shows that Aghisna Medika Kroya Kabupaten Cilacap experienced a high turnover rate in 2017-2021 with an average rate above 10% per year, in 2022 it decreased to 9 employees, namely 4% and in 2023 it doubled to 18 employees, namely 7%. Most of the employees who left were health workers, this can be seen through the turnover data for 2023 provided by the management of RSU Aghisna Medika Kroya Kabupaten Cilacap in the table below:

Table 2. Turnover Data of Health Workers and Non-Health Workers in 2023 RSU Aghisna Medika Kroya Kabupaten Cilacap

Health Workers	Non-Health Workers
11 Employees	7 Employees

Table 2 above shows that Preliminary studies through interviews with several health workers revealed heavy work demands, tight and inflexible shift schedules, and difficulties in taking leave or managing personal time. There are several things that can affect turnover intention, one of which is the existence of job demands or often referred to as job demand [7]. According to an expert, job demands are the number of work demands given to employees, resulting in work pressure and unfinished work [8].

Based on previous research, Job Demand partially influences Turnover Intention in Godrej Indonesia employees, which means that the higher the Job Demand, the higher the turnover intention felt by employees [9]. Then other research also showed that Job Demand did not have a significant positive influence on turnover intention [10].

In addition to job demand, turnover intention can also be influenced by the absence of time balance in life and work, which can be said to be work-life balance [11]. According to one theorist, work-life balance is a positive and negative influence on a person's personal and work life [12].

Previous research said that Work-Life Balance has a negative and significant effect on Turnover Intention of Perum BULOG Jakarta employees [13]. Then another study also said that work-life balance has a negative and insignificant effect on turnover intention in millennial generation workers [14].

Previous studies using Job Demand variables on Turnover Intention and Work Life Balance variables on Turnover Intention still show inconsistent results, where some studies found a significant influence between variables, while other studies did not show any influence between

variables. Turnover that occurs in a healthcare worker will have an impact and disrupt the stability of services. By conducting research on the influence of Job Demand and Work Life Balance on Turnover Intention, it can help hospitals to identify factors that can influence turnover intention so as to increase retention and minimize the emergence of turnover intention. This study aims to examine the influence of Job Demand on Turnover Intention in healthcare workers at RSUD Aghisna Medika Kroya Hospital Kabupaten Cilacap, examine the influence of Work Life Balance on Turnover Intention in Healthcare Workers at RSUD Aghisna Medika Kroya Hospital Kabupaten Cilacap, and examine the influence of Job Demand and Work Life Balance on Turnover Intention in Healthcare Workers at RSUD Aghisna Medika Kroya Hospital Kabupaten Cilacap.

2. Literature Review

Turnover intention is an individual's desire to resign from their job or move to another organization according to their wishes [15]. Turnover intention is often seen as the initial stage of the actual turnover process, which can be influenced by various factors, both from within and outside the job. Turnover intention also functions as an early indicator that can be used by organizations to anticipate potential loss of workforce, so it is important to understand and manage it properly. Aspects of turnover intention include : thinking of quitting, intention to search for alternatives, and intention to quit. Job demand is the number of work demands given to employees so that it can cause work pressure and the possibility of unfinished work [8]. These demands can be physical, psychological, social, and organizational. High job demand if not balanced with adequate resources can cause work stress, fatigue, decreased job satisfaction, and increase the tendency for employees to have turnover intention. Aspects of job demands include : role ambiguity, role conflict, and work overload.

Other research also stated that work-life balance is the impact of a person's personal life on work, both positively and negatively, and vice versa [12]. Work-life balance can be disrupted if work interferes with personal life and vice versa which can ultimately trigger stress, emotional exhaustion, and increase turnover intention. Aspects of work-life balance include : work interference with personal life, personal life interference with work, personal life enhancement of work, work enhancement of personal life.

3. Method

This study uses a quantitative research design, namely to examine the effect of independent variables on the dependent variable on the research sample using research instruments that have been provided [16].

3.1 Sample and Population

The population in this study was 140 health workers of RSUD Aghisna Medika Kroya Kabupaten Cilacap with a sample of 103 health workers. The sampling technique used probability sampling technique with Simple Random Sampling type. Simple Random Sampling technique is done randomly and simply by using a lotte [17].

3.2 Research Instruments

The instruments in this study used the job demand scale, work-life balance scale, and turnover intention scale. The job demand scale in this study is a modification of the scale developed based on the aspect role ambiguity, role conflict, and work overload which has 17 question items [8]. Then the Work-Life Balance Scale is a modification based on the aspect work inference with personal life, personal life interference with work, personal life enhancement of work, and work enhancement of personal life which has 17 question items [12]. Furthermore, the Turnover Intention Scale is the result of an independent construction that has 20 question items and is arranged based on the turnover intention aspect [18].

3.3 Data Analysis Technique

The data analysis method in this study uses multiple linear regression tests. Data analysis begins with a classic assumption test, namely normality test, multicollinearity test and heteroscedasticity test. After the assumption test is carried out and it is known that the data meets the parametric assumption test, then multiple linear regression analysis tests are carried out to measure the direction and magnitude of the influence of the Independent Variable on the Dependent Variable using the Jamovi 2.6.26.0 tool.

4. Result

4.1 Multiple Linear Regression Test Results

Table 3. Partial Test of Work-life Balance on Turnover Intention

Predictor	Estimate	SE	t	p
Intercept	45.802	5.345	8.57	<.001
X2	-0.421	0.138	-3.05	0.003

Table 3 above shows the results of the partial significance test (t-test) obtaining a p value = 0.003 (<0.05). This shows that there is a significant influence between work-life balance on turnover intention. Based on these results, it can be concluded that the second hypothesis is accepted. This is reinforced by the results of the regression equation, namely:

$$Y = a + bX$$

$$Y = 45.802 - 0.421X$$

The coefficient b is the regression direction coefficient and states the average change in turnover intention variables for each change in work-life balance variables. This change is an increase when b increases positively and a decrease when b is negative. From this it can be concluded that turnover intention changes by 0.421 for each change in the work-life balance variable.

Table 4. Simultaneous Test of Job Demand and Work-life Balance on Turnover Intention

Predictor	Estimate	SE	t	p
Intercept	58.504	7.925	7.38	<.001
X1	-0.307	0.144	-2.14	0.035
X2	-0.356	0.139	-2.56	0.012

Table 4 above shows that the simultaneous significance test obtained an F-value of 7.11 with a p-value = 0.001 ($p < 0.05$), which indicates a significant influence between the job demand and work-life balance variables on turnover intention. Based on these results it can be concluded that the third hypothesis is accepted. This can be strengthened by the results of the regression equation, namely:

$$Y = a + bX_1 + bX_2$$

$$Y = 58.504 - 0.307X_1 - 0.356X_2$$

The coefficient b is the regression direction coefficient and states the average change in turnover intention variables for each change in job demand and work-life balance variables. This change is an increase if bX_1 and bX_2 are positive and a decrease if bX_1 and bX_2 are negative. From this it can be concluded that turnover intention changes by 0.307 for every change that occurs in the job demand variable and a value of 0.356 for every change that occurs in the work-life balance variable.

4.2 Hypothesis Test Results

Hypothesis 1: Effect of Job Demand on Turnover Intention in health workers at RSU Aghisna Medika Kroya Kabupaten Cilacap

Based on the results of the partial significance test (t test), the p value = 0.035 ($p < 0.05$) is obtained, which means it shows that there is an influence between job demand on turnover intention. Based on these results it can be concluded that the first hypothesis is accepted

Hypothesis 2: Effect of Work-Life Balance on Turnover Intention in health workers at RSU Aghisna Medika Kroya Kabupaten Cilacap

Based on the results of the partial significance test (t test), the p value = 0.012 (< 0.05) is obtained, which means it shows a significant influence between work-life balance on turnover intention. Based on these results it can be concluded that the second hypothesis is accepted.

Hypothesis 3: Effect of Job Demand and Work-life Balance on Turnover Intention in health workers at RSU Aghisna Medika Kroya Kabupaten Cilacap

Based on the simultaneous significance test, the Fcount value is 7.11 with a p value = 0.001 ($p < 0.05$) which indicates a significant influence between job demand and work-life balance variables on turnover intention. Based on these results it can be concluded that the third hypothesis is accepted.

5. Discussion

Based on the partial significance test (t test), the regression coefficient is -0.307 with a p value = 0.035 ($p < 0.05$). This shows that there is a negative effect of job demand on turnover intention in health workers at RSU Aghisna Medika Kroya Kabupaten Cilacap, which means that the stronger the job demand felt by health workers, the lower the turnover intention that occurs and vice versa. Based on the Job Demand-Resources (JD-R) theory which says that job demand may not stand alone in influencing turnover intention. This Job Demand-Resources theory emphasizes that job demand can be influenced by external factors such as compensation, work environment and social support so as to reduce the negative impact of job demand on intention

to leave work. Job Resources can reduce the impact of job demand on job strain including turnover intention [19].

Previous research results show that human resource management such as training, development, and coaching can improve employee resources and help employees overcome work challenges which will ultimately lead to employee welfare rather than the desire to leave [20]. Other studies also say that job resources can function as motivation when employees experience high job demands and cause burnout [21]. It can be concluded that job resources are able to suppress the negative influence of job demands on turnover intention.

Based on the partial significance test (t-test), a regression coefficient of -0.356 was obtained with a p value = 0.012 ($p < 0.05$). This shows that there is a negative influence between work-life balance and turnover intention, which means that the stronger the work-life balance, the lower the turnover intention felt and vice versa. The results of this study support previous research which proves that work life balance affects turnover intention in Perum BULOG Jakarta employees [13].

The results of further research also show a negative influence between Work-Life Balance and Turnover Intention [22]. Work-Life Balance has a negative and significant impact on employee turnover intention. With a healthy work-life balance, employees will find it easier to carry out their tasks more effectively, comfortably, and efficiently within the company.

6. Conclusions

The results of the study indicate that Job Demand influences Turnover Intention, Work-Life Balance influences Turnover Intention, and Job Demand and Work-Life Balance significantly influence Turnover Intention of Healthcare Workers at RSU Aghisna Medika Kroya Kabupaten Cilacap with a contribution of 12.4%. However, this study is limited to one hospital with a limited sample size and has not included other factors such as job satisfaction, leadership style, peace, and organizational culture. For further research, it is recommended to expand the sample, add relevant variables, and use mixed methods. For hospitals, it is important to unify workloads, improve well-being, and support work-life balance through activities such as family gatherings and providing sports facilities to reduce the intention of health energy to leave.

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