



Job Fatigue and Work Family Conflict on Turnover Intention with Job Satisfaction as Intervening Variable

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Abstract

The objectives of this study include: To determine the significance of the effect of job burnout on turnover intention, work-family conflict on turnover intention, job burnout on job satisfaction, work-family conflict on job satisfaction, job satisfaction on turnover intention, job satisfaction mediates job burnout on turnover intention and job satisfaction mediates work-family conflict on turnover intention. In this study there were 150 respondents consisting of 6 contract / part-time doctors hereinafter referred to as Medical Personnel and 129 Nurses and 15 midwives hereinafter referred to as Paramedics at the NTB Provincial Hospital. Data collection techniques using direct interview system and questionnaire distribution in the form of questionnaires. The research method uses the Partial Last Square (PLS) method. The results showed that job fatigue has a positive and significant effect on turnover intention, work-family conflict has a positive but insignificant effect on turnover intention, job fatigue has a negative and significant effect on job satisfaction, work-family conflict has a negative and insignificant effect on job satisfaction, job satisfaction has a negative and significant effect on turnover intention, job satisfaction mediates the effect of job fatigue on turnover intention and job satisfaction does not mediate the effect of work-family conflict on turnover intention.

Keywords: *Job Fatigue; Work Social Support; Work-Family Conflict; Job Satisfaction; Turnover Intention*

Introduction

One form of employee behavior that will arise due to the company's failure to manage its human resources is the desire to change jobs which leads to employee decisions to leave their jobs (turnover). Every company always experiences turnover, one of which is a hospital engaged in health services.

Turnover is a normal phenomenon in hospital institutions if the prevalence of its occurrence is still in accordance with the standard of 5-10% per year (Gillies, 1994). According to the Survey (American, 2014), It is recorded that the incidence of turnover reaches 44.3% per year. Meanwhile, in Indonesia, according to (Tobing, 2010), In three private hospitals in Medan city, the average annual nurse turnover rate was recorded at 34.88%, 26.19%, and 24.60%, respectively. Specifically, at the NTB Provincial Hospital, turnover occurred in 2019 by 10.62%, 2020 by 16.50%, 2021 by 14.45%, 2022 by

8.46% and until August 2023 by 6.77%. This indicates that turnover occurs in the NTB Provincial Hospital with a prevalence of incidence exceeding the standard, therefore it is necessary to analyze the variables that affect turnover intention.

Based on comprehensive monitoring and by interviewing several medical and paramedical personnel at the West Nusa Tenggara Provincial General Hospital (hereinafter referred to as NTB Provincial Hospital) conducted directly, several causes of turnover intention were obtained, including: work stress, leadership style, facilities, organizational commitment, job satisfaction, compensation, workload that causes job fatigue, family conflict at work, work environment and several other factors that trigger employees' decisions to leave work.

Of these causes, there are several dominant causal phenomena that are high enough to influence the occurrence of turnover intention in medical and para-medical personnel at the NTB Provincial Hospital, namely job burnout, work-family conflict and job satisfaction.

Before turnover occurs, it is usually preceded by the existence of turnover intention from employees (Elizabeth, 2012). Some of the factors that cause turnover intention, including job burnout (Maslach & Leiter, (2016), work-life imbalance (Grzywacz & Bass, 2003), work-family conflict (Greenhaus & Beutell, 1985), job dissatisfaction (Mobley, Griffeth, Hand, & Meglino, 1979) and unclear roles (Rizzo, House, & Lirtzman, 1970).

Literature Review

The Effect of Job Fatigue on Turnover Intention

Fatigue is strongly guided by Conservation of Resource (COR) theory, a theory that states that individuals are motivated by the desire to maintain and protect resources that they value can shift their energetic resources (Kosevic, Aleksandra, & Jennifer, 2015). According to this theory, individuals experience job stress when these resources are threatened and the employees most likely to experience burnout are those who persist in cycles that continually deplete their resources. For example, when an employee's workload and demands have become too heavy and are draining their energy. When they begin to feel that recovery has become impossible they will feel burnout at work which will eventually trigger the employee's intention to leave the organization (turnover intention). (Kosevic, Aleksandra, & Jennifer, 2015).

The Effect of Work-Family Conflict on Turnover Intention

Work-family conflict is a form of interpersonal conflict, which is the pressure or role imbalance between roles at work and roles in the family. (Greenhaus & Beutell, 1985). Work-family conflict arises when a person who carries out his role in a job has difficulty carrying out his role in the family and vice versa. When employees experience multiple roles as employees and as spouses and parents at the same time, employees will have difficulty managing time. This role conflict will cause employees to feel bored which will make them often intend to leave the company.

The Effect of Job Fatigue on Job Satisfaction

Burnout is especially prevalent in employee work orientations that require constant personal interaction. When workers are under high levels of stress and experience fatigue, it can lead to low job satisfaction. (Alexandrov, Aliosha, Babakus, Emin, & Yavas, 2007).

Emotional exhaustion in an employee will have consequences or impacts on employees, especially on the level of job satisfaction and organizational commitment. (Churiyah & Madziatul, 2011).

The combination of daily conflicts and the increase in employees' work experiences and other events will lead to positive and negative emotional effects that may lead to work attitudes such as job satisfaction and organizational commitment.

(Mujiatun, Jufrizen, & Ritonga, 2019) said that emotional exhaustion has an influence on job satisfaction. Thus, with severe emotional exhaustion, job satisfaction will decrease. According to (Maslach, Schaufeli, & Leiter, Job burnout, 2001), Job satisfaction is also influenced by emotional exhaustion factors. Emotional exhaustion can cause disturbances in the mental area in the form of anxiety, confusion, sensitivity, suppressing feelings, and one of them is dissatisfaction at work.

The Effect of Work-Family Conflict on Job Satisfaction

Based on a metaanalysis study by (Soeharto, 2010), that negative attitudes and feelings that lead to decreased satisfaction with work are the result of work-family conflict experienced, on the other hand individuals who can balance roles in work and family will make individuals feel and have a positive attitude towards work so as to increase satisfaction at work.

The limited time owned by a person, namely the time used for work often results in limited time for family, tension in one role which ultimately affects the performance of other roles so that it takes balancing roles in work and family to achieve satisfaction. Work-family conflict is associated with decreased job satisfaction, poor family life adjustment, decreased career and family satisfaction and increased life stress. (Soeharto, 2010).

According to (Greenhaus & Beutell, 1985) Work-family conflict experienced by married employees can have an impact not only on the organization, but also on the employees themselves and their families. The impact that can be caused when an employee experiences work-family conflict is that it can reduce organizational commitment and job satisfaction, increase stress at work and increase complaints about workload, and intention to leave work.

The Effect of Job Satisfaction on Turnover Intention

(Lambert, Eric, & Hogan, 2008) said that one of the strongest predictors of employee turnover is job satisfaction. Turnover is one of the impacts of job dissatisfaction. (Ghayas & Siddiqui, 2012). (Mathis & Jackson, 2001) identified that labor turnover is associated with job dissatisfaction.

The Effect of Job Satisfaction Mediating Job Fatigue on Turnover Intention

Fatigue, as it increases, has been shown to result in lower job satisfaction factors and subsequently increased levels of turnover intentions. (Angelo, Kinicki, & Fugate, 2016).

The Effect of Job Satisfaction Mediating Work-Family Conflict on Turnover Intention

(Sutrisno, 2009) revealed that employees who do not get job satisfaction will never achieve psychological satisfaction and eventually negative attitudes or behaviors will arise and in turn will be able to cause frustration. Frustration that occurs will be higher if employees experience conflicts with their families and with coworkers. Conversely, satisfied employees will be able to work well, be enthusiastic, active and can perform better than employees who do not get job satisfaction.

Workers who cannot balance the integrity of work with family and household responsibilities and experience conflicts with this will result in decreased job satisfaction and decreased job satisfaction will have an impact on the intention to leave their job. (Netemeyer, Boles, & McMurrian, 1996)).

Previous Research

According to (Sang, Jeong, & Eun, 2015), (Rizal & Badaruddin, 2017) and (Ardiyanti, 2019) stated that job burnout has a positive effect on turnover intention. (Dhakirah, Hidayatinnisa, & Setiawati, 2021) suggests that job burnout is not high and does not cause turnover intention. While (Yujeong, Eunmi, & Haeyoung, 2019) suggests that job burnout will have a positive effect on turnover intention if intervened by workplace bullying.

Based on research (Wulandari & Adnyani, 2016), (Kumar, Channa, & Bhutto, 2017), (Indah, Asmony, & Nurmayanti, 2018), (Saniscara & Suwandana, 2020), (Elian, Paramitha, Gunawan, & Maharani, 2020), (Harun, Mahmood, & Hishamuddin, 2020) and (Kresna & Suwandana, 2020) stated that work-family conflict has a positive and significant effect on turnover intention. While (Sang, Jeong, & Eun, 2015) suggests that work-family conflict does not affect turnover intention but has a positive influence on job burnout.

(Yuliastini & Putra, 2015) and (Santika & Sudibia, 2017) suggests that job burnout has a negative and significant effect on job satisfaction. While (Mahesar, Chaudhry, & Rasool, 2020) explained that job burnout has a negative and insignificant effect on job satisfaction.

(Afrilia & Utami, 2018), (Udriyah, Riyadi, & Utamingtyas, 2018), (Pratopo, Suprayitno, & Lamidi, 2020) and (Purnomo, Waruwu, & Aziti, 2021) suggested that work-family conflict has a negative and significant effect on job satisfaction. (Astari & Sudibya, 2018) explains that work-family conflict has no significant effect on job satisfaction.

(Esra, Umit, Serhat, & Kuntigin, 2013), (Altahtoo & Ahmed, 2018), (Wiliyanto, Sudiarditha, & Corry, 2020), (Elian, Paramitha, Gunawan, & Maharani, 2020) and (Firdaus & Lusiana, 2020) said that job satisfaction has a significant negative effect on turnover intention. While (Setiyanto & Hidayati, 2017) said that job satisfaction has no effect on turnover intention.

(Liu, Zhu, Wu, & Mao, 2019) serta (Azis, 2021) said that job satisfaction mediates job burnout on turnover intention. While (Tziner, Rabenu, Radomski, & Belkin, 2015) suggests that job satisfaction partially mediates the relationship between job burnout and turnover intention.

(Wulandari & Adnyani, 2016) explained that work family conflict has a partial negative effect on turnover intention through mediation of job satisfaction. While (Lestari & Prahiawan, 2018) explained that work-family conflict affects turnover intention through mediation of job satisfaction.

Research Methods

In this study there were 150 respondents consisting of 6 contract/part-time doctors hereinafter referred to as Medical Personnel and 129 Nurses and 15 midwives hereinafter referred to as Paramedics at the NTB Provincial Hospital. The data collection technique uses a direct interview system and questionnaire distribution in the form of a questionnaire consisting of four variables including work fatigue variables consisting of 4 indicators with 12 statements, work-family conflict variables consisting of 3 indicators with 9 statements, job satisfaction variables consisting of 6 indicators with 24 statements and turnover intention variables consisting of 3 indicators with 9 statements. The research method uses the Partial Least Square (PLS) method.

Results and Discussion

Partial Least Square (PLS) Analysis

Multicollinearity Test

Table 1. Inner VIF

Variable	Work Fatigue	Work-Family Conflict	Job Satisfaction	Turnover Intention
Work Fatigue			3,996	3,996
Work-Family Conflict			3,996	3,998
Job Satisfaction				2,468
Turnover Intention				

From the VIF analysis results show the VIFcount < 5, where the largest VIF is the Work-family conflict variable on Turnover Intention which is 3.998 (3.998 < 5), so the level of multicollinearity between variables is low. These results strengthen the results of parameter estimation in SEM PLS is robust (unbiased).

Evaluation of Measurement Model (Measurement Model/Outer Model)



Figure 1. Graphical Output PLS-SEM Algorithm Outer model

Table 2. Outer Loadings (Measurement Model) Convergent Validity

No.	Variable	Indicator	Outer Loading	Loading factor	Criteria
1.	Work Fatigue	Role-related stress	0,86	0,50	Meet
2.	Work-family conflict	Strain-based conflict	0,74	0,50	Meet
3.	Job Satisfaction	The job itself	0,54	0,50	Meet
4.	Turnover Intention	Intention to seek employment elsewhere	0,91	0,50	Meet

Table 3. Average Variance Extracted (AVE)

No.	Research Variables	AVE	Loading factor	Criteria
1.	Work Fatigue	0,81	0,50	Meet
2.	Work-Family Conflict	0,71	0,50	Meet
3.	Job Satisfaction	0,63	0,50	Meet
4.	Turnover Intention	0,90	0,50	Meet

By paying attention to the results of the analysis of outer loadings and AVE in Table 2 and Table 3, Convergent Validity is obtained.

Table 4. Discriminant Validity

No.	Average Variance Extracted	Discriminant Validity - Cross Loading					
		AVE	\sqrt{AVE}	Work Fatigue	Work-Family Conflict	Job Satisfaction	Turnover Intention
1.	Work Fatigue	0,81	0,90				
2.	Work-Family Conflict	0,71	0,84	0,81	0,68	0,75	
3.	Job Satisfaction	0,63	0,80	0,78			
4.	Turnover Intention	0,90	0,94	0,81	0,82		

Based on Table 4, it can be explained that the results of the four variables have an Average Variance Extracted (AVE) value above 0.50 and all variables have a value \sqrt{AVE} higher than the correlation coefficient between one variable and another (the root of Average Variance Extracted is greater than Discriminant Validity - Cross Loading), so it can be said that Discriminant Validity is met.

Table Nilai 5. Composite Reliability

No.	Variable	Composite Reliability (rho-a)	Loading Factor	Criteria
1.	Work Fatigue	0,98	0,70	Meet
2.	Work-Family Conflict	0,90	0,70	Meet
3.	Job Satisfaction	0,98	0,70	Meet
4.	Turnover Intention	0,99	0,70	Meet

Based on Table 5. it can be explained that the results of the four variables have a Composite Reliability (rho-a) value above 0.70, which means that all variables have met the criteria for high reliability, so it can be said that Composite Reliability is met.

Structural Model Testing (Structural Model/Inner Model)

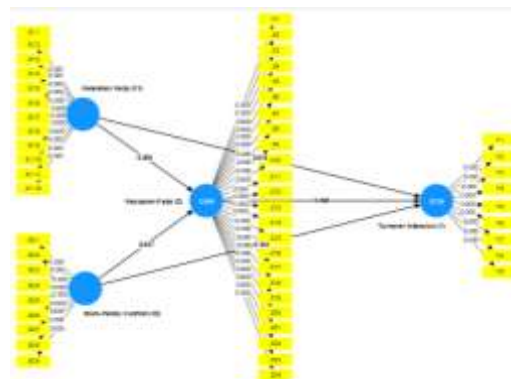


Figure 2. Graphical Output Bootstrapping Inner model

Table 6. R-square value

No.	Variable	R-square
1.	Job Satisfaction	0,595
2.	Turnover Intention	0,735

Table 6 shows the R-square value of the job satisfaction variable 0.595 and turnover intention 0.735. The higher the R-square value, the greater the ability of the exogenous variables to be explained by the endogenous variables so that the better the structural equation. The job satisfaction variable has an R-square value of 0.595, which means that 59.5% of the variance in job burnout and work-family conflict can be explained by the job satisfaction variable, while the rest is explained by other variables outside the research model.

The turnover intention variable has an R-square value of 0.735, which means that 73.5% of the variance in job burnout, work-family conflict and job satisfaction can be explained by the turnover intention variable, while the rest is explained by other variables outside the research model.

From the results of the direct influence analysis, the original sample values, Pvalue and Tstatistics are obtained as shown in table 7.

Table 7 Result for Inner Weights Direct Effect

Hypothesis	Variable	Original Sample	Confidence Intervals		P Values	T Statistics
			Lower limit	Upper limit		
H1	Work Fatigue → Turnover Intention	0,280	0,047	0,509	0,018	2,371
H2	Work-family Conflict → Turnover Intention	0,157	-0,055	0,346	0,124	1,540
H3	Work Fatigue → Job Satisfaction	-0,747	-0,980	-0,531	0,000	6,479
H4	Work-Family Conflict → Job Satisfaction	-0,028	-0,290	0,234	0,837	0,205
H5	Job Satisfaction → Turnover Intention	-0,491	-0,645	-0,361	0,000	6,801

Hypothesis 1: job burnout has a positive and significant effect on turnover intention.

The test results of the parameter coefficient between job fatigue and turnover intention show a positive relationship with a coefficient value of 0.280, P_{value} of 0.018 where P_{value} is smaller than α (0,018

$< 0,050$) then the effect of job burnout on turnover intention is significant and the value of $T_{\text{statistik}}$ of 2.371 where $T_{\text{statistik}}$ is above the value of T_{tabel} ($2,371 > 1,655$) then Hypothesis 1 is accepted.

The results of data analysis show that job burnout has a positive and significant effect on turnover intention. The higher the level of job burnout experienced by employees, the higher their tendency to plan to leave their jobs. This shows that job burnout can be one of the factors that influence employees' decisions to transfer and leave jobs at the NTB Provincial Hospital.

When viewed from the confidence interval of the effect between variables in the direct effect test shown in Table 7, it can be seen that the confidence interval is between 0.047 - 0.509, so it can be explained that the magnitude of the effect of job fatigue on the desire to leave work is up to 50.9%, so the effect is significant.

Hypothesis 2: work-family conflict has a positive and significant effect on turnover intension

The test results of the parameter coefficient between work-family conflict and turnover intention show a positive relationship with a coefficient value of 0.157, P_{value} of 0.124 where P_{value} is greater than α ($0,124 > 0,050$) then the effect of work-family conflict on turnover intention is insignificant and the value of the work-family conflict on turnover intention is not significant $T_{\text{statistik}}$ sebesar 1,540 where $T_{\text{statistik}}$ is below the value of T_{tabel} ($1,540 < 1,655$) then Hypothesis 2 is rejected.

The results of data analysis show that work-family conflict has a positive but insignificant effect on turnover intention. This shows that work-family conflict does not really affect their desire to leave their jobs at the NTB Provincial Hospital, so work-family conflict is not a factor that affects turnover intention.

When viewed from the confidence interval of the effect between variables in testing the direct effect shown in Table 7, it can be seen that the confidence interval is between (-0.055) - 0.346, it can be explained that every time the change in work-family conflict experienced by Medical and Paramedical Staff at NTB Provincial Hospital will affect their desire to leave their jobs by 34.6%, so the effect is not significant.

Hypothesis 3: job burnout has a negative and significant effect on job satisfaction

The test results of the parameter coefficient between job fatigue and job satisfaction show a negative relationship with a coefficient value of -0,747, P_{value} of 0,000 where P_{value} is smaller than α ($0,000 < 0,050$) then the effect of job fatigue on job satisfaction is significant and the value of $T_{\text{statistik}}$ by 6,479 where $T_{\text{statistik}}$ is above the value of T_{tabel} ($6,479 > 1,655$) then Hypothesis 3 is accepted.

The results of data analysis show that job burnout has a negative and significant effect on job satisfaction. The higher the level of job satisfaction experienced by employees, the lower the job fatigue felt by employees. This shows that job satisfaction can be one of the factors that affect job fatigue at the NTB Provincial Hospital.

When viewed from the confidence interval of the effect between variables in testing the direct effect shown in Table 7, it appears that the confidence interval between (- 0,980) – (- 0,531), then it can be explained that the magnitude of the effect of job satisfaction on job fatigue is up to 98%, so the effect is significant.

Hypothesis 4: work-family conflict has a negative and significant effect on job satisfaction.

The test results on the parameter coefficient between work-family conflict and job satisfaction show a negative relationship with a coefficient value of -0.028 , P_{Value} by $0,837$ where P_{Value} is greater than α ($0,837 > 0,050$) then the effect of work-family conflict on job satisfaction is insignificant and the value of the work-family conflict is not significant $T_{\text{statistik}}$ of 0.205 where $T_{\text{statistik}}$ is below the value of T_{tabel} ($0,205 > 1,655$) then Hypothesis 4 is rejected.

The results of data analysis show that work-family conflict has a negative but insignificant effect on job satisfaction. This shows that job satisfaction does not really affect work-family conflict in employees at the NTB Provincial Hospital, so job satisfaction is not a factor that affects work-family conflict.

When viewed from the confidence interval of the influence between variables in testing the direct effect shown in Table 7, it can be seen that the confidence interval is between $-0.290 - 0.234$, it can be explained that every time a change in work-family conflict experienced by Medical and Paramedical Staff at the NTB Provincial Hospital will affect job satisfaction by 23.4% , so the effect is not significant.

Hypothesis 5: job satisfaction has a negative and significant effect on turnover intention.

The test results on the parameter coefficient between job satisfaction and turnover intention show a negative relationship with a coefficient value of $-0,491$, P_{Value} by $0,000$ where P_{Value} is smaller than α ($0,000 < 0,050$) then the effect of job satisfaction on turnover intention is significant and the value of $T_{\text{statistik}}$ of 6.801 where $T_{\text{statistik}}$ is above the value of T_{tabel} ($6,801 > 1,655$) then Hypothesis 5 is accepted.

The results of data analysis show that job satisfaction has a negative and significant effect on turnover intention. The higher the level of job satisfaction experienced by employees, the lower their tendency to plan to leave their jobs. This shows that job satisfaction can be one of the factors that influence employees' decisions to transfer and leave jobs at the NTB Provincial Hospital.

When viewed from the confidence interval of the effect between variables in testing the direct effect shown in Table 7, it can be seen that the confidence interval is between $(-0.645) - (-0.361)$, it can be explained that the magnitude of the effect of job satisfaction on the desire to leave his job up to 64.5% , so the effect is significant.

Table 7. Result for Inner Weights Mediation Effect

Hypothesis	Variable	Original Sampel	Confidence Intervals		P Values	T Statistics
			Lower limit	Upper limit		
H6	Work Fatigue → Job Satisfaction → Turnover Intention	0,366	0,244	0,521	0,000	5,119
H7	Work-family conflict → Job Satisfaction → Turnover Intention	0.014	-0,115	0,157	0,842	0,199

Hypothesis 6: job satisfaction mediates the effect of job burnout on turnover intention.

The test results on the parameter coefficient between job burnout and turnover intention mediated by job satisfaction show a positive relationship with a coefficient value of 0.366 , P_{Value} by $0,000$ where P_{Value} is smaller than α ($0,000 < 0,050$) then job burnout on turnover intention mediated by job satisfaction is significant and the value of job satisfaction is significant $T_{\text{statistik}}$ of 5.119 where $T_{\text{statistik}}$ is above the value of T_{tabel} ($5,119 > 1,655$) then Hypothesis 6 is accepted.

When viewed from the confidence interval of the mediating effect between variables in testing the direct effect shown in Table 8, it can be seen that the confidence interval is between 0.244 - 0.521, it can be explained that the magnitude of the effect of job satisfaction mediates job burnout on the desire to leave his job up to 52.1%, so job satisfaction mediates the effect of job burnout on turnover intention.

Hypothesis 7: job satisfaction mediates the effect of work-family conflict on turnover intention.

The test results on the parameter coefficient between work-family conflict and turnover intention mediated by job satisfaction show a positive relationship with a coefficient value of 0.014, P_{value} by 0,842 where P_{value} is greater than α ($0,842 > 0,050$) then job burnout on turnover intention mediated by job satisfaction is not significant and the value of job satisfaction is not significant $T_{\text{statistik}}$ of 0.199 where $T_{\text{statistik}}$ is above the value of T_{tabel} ($0,199 < 1,655$) then Hypothesis 7 is rejected.

When viewed from the confidence interval of the mediating effect between variables in testing the direct effect shown in Table 8, it can be seen that the confidence interval is between -0.115 - 0.157, it can be explained that the magnitude of the effect of job satisfaction mediates work-family conflict on the desire to leave his job up to 15.7%, so job satisfaction does not mediate the effect of work-family conflict on turnover intention

Conclusion

Job burnout has a positive and significant effect on turnover intention. This means that the higher the job burnout, the higher the turnover intention. Work-family conflict has a positive but insignificant effect on turnover intention. This means that work-family conflict does not really affect their desire to leave their jobs. Job burnout has a negative and significant effect on job satisfaction. This means that the higher the job burnout, the lower the job satisfaction. Work-family conflict has a negative and insignificant effect on job satisfaction. This means that work-family conflict does not really affect job satisfaction. Job satisfaction has a negative and significant effect on turnover intention. This means that the higher the job satisfaction, the lower the turnover intention. Job satisfaction mediates the effect of job burnout on turnover intention. That is, employees who experience fatigue at work, their tendency to plan to leave their jobs will be smaller if they feel satisfied at work. Job satisfaction does not mediate the effect of work-family conflict on turnover intention. This means that employees who experience dual role conflict between work and family, their tendency to plan to leave their jobs is not influenced by the job satisfaction they experience, but employees who are married and have responsibilities prefer to stay and their tendency to plan to leave work is not too great. Based on the R-square results, it is found that 59.5% of the variance of job burnout and work-family conflict can be explained by job satisfaction variables, while the rest is explained by other variables outside the research model and 73.5% of the variance of job burnout, work-family conflict and job satisfaction can be explained by turnover intention variables, while the rest is explained by other variables outside the research model.

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