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Factor Analysis in Predicting Non-Medical Employees Turnover Intention

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Abstract

This research examines how quality of work life (QWL) and work-family conflict (WFC) affect turnover intention (TI) in private hospitals, and how organisational commitment (OC) mediates these effects. The aim is to explore how QWL and WFC affect TI and to assess the mediating effect of OC. Understanding these relationships is crucial as high turnover disrupts hospital operations, increases costs, and impacts patient care quality. A non-probability saturation sampling strategy was utilised with 280 non-medical workers. SEM-PLS was used to analyse Likert scale questionnaires for validity and reliability and hypothesis testing using structural model assessment. WFC increases TI, whereas QWL and OC decrease it. OC mediates the negative link between QWL and TI and the positive association between WFC and TI. Hospital management should enhance QWL and minimize WFC to reduce turnover. Policies supporting work-life balance, employee recognition, and career growth are recommended. This research shows that organisational commitment mediates the effects of QWL and WFC on TI, providing insights for employee well-being and retention tactics.

Keywords: Organisational Commitment, Work-Family Conflict, Organisational Culture, Turnover Intention, Non-Medical Employee

INTRODUCTION

Hospitals offer intangible services and use human resources (Ferry et al., 2021). Hospitals should give excellent assistance (Rika et al., 2021). Hospitals are vital to public health as health service organisations (Ekawati & Andriani, 2022). The main function of

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hospitals is to serve people who need health services, especially as a place for medical services, prevention and health education (Rahmadianti et al., 2020). The health service facilities needed by the community demand that hospitals be ready and agile to adapt to changes in number and type patients who come (Ekawati & Andriani, 2022). Operational activities must be improved, hospitals need human resources who have the ability, energy and fresh and creative ideas, no matter how perfect the resources they have, it will be difficult for an agency to achieve its goals without skilled employees (Setianto et al., 2022).

Organisations encounter turnover intention as an HR issue (Anggara et al., 2020). Private hospital staff want to leave often (Mengstie, 2020). Academics and practitioners recognise turnover intention (TI) in Indonesia since numerous new hospitals have opened, giving fresh air to nurses to try new luck and contributing to the high intensity of turnover intention in a hospital (Suyono et al., 2018). The level of turnover intention can be reduced by investigating the factors that influence turnover intention (Ito et al., 2001). So that later reducing turnover intentions will contribute to improving the quality of services provided to patients (Gebregziabher et al., 2020). When hospitals lose experienced employees and retrain new employees, high turnover rates can also lead to organisational inefficiencies (Setianto et al., 2022).

Quality of work-life (QWL) may improve TI (Karjadidjaja & Panggabean, 2023). Workers who are happy at work are more likely to remain (Hashempour et al., 2018). QWL is how well people meet their personal and professional requirements while working for that company (Els et al., 2021).

Work-family conflict (WFC) inter role conflict in which work and family demands collide also shapes work experiences (Putra & Suwandana, 2020). In a constantly changing workplace, workers encounter various issues that might impair their work-life balance (Siddiqui et al., 2021). WFC results from this imbalance. WFC affects human well-being and organisational productivity, making it a significant organisational study problem. Work-family conflict study against departure or turnover intention is becoming more significant. Mediating variables that explain QWL, WFC, and TI must be explored to comprehend this complex connection.

Organisational commitment (OC), which evaluates employee emotional involvement in their company, may mediate. Organisational commitment may link WFC and QWL to TI (Alzamel et al., 2020; Els et al., 2021). It is hoped that understanding the role of mediation will provide deeper insight into the dynamics of the relationship between these three concepts. Understanding how these factors interact allows organisations to

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design more focused measures to increase worker well-being and minimise turnover, enabling long-term organisational sustainability.

LITERATURE REVIEW

Equity Theory

Equity Theory suggests that people build their own perspectives by comparing their contribution and outcomes to others (Adams, 1965). This perception of fairness directly influences their motivation and satisfaction levels within the organisation. Conversely, employees who sense an imbalance, feeling they contribute more than they receive, may experience dissatisfaction and lose motivation (Setiyanto & Hidayati, 2017).

Workplace imbalance may demotivate workers and reduce their output or desire for change (Chen et al., 2023). Thus, Equity Theory is particularly useful in examining turnover intention as it captures the motivation behind employees' desire to leave when they experience this imbalance. Consequently, understanding these dynamics allows organisations to proactively address sources of perceived inequity and improve employee retention (Ngo-Henha, 2017).

Turnover Intention

Pawestri & Dewi (2023) employee turnover intention (TI) is their permanent exit from their work. Organisations struggle with turnover intentions, which affect turnover levels. Exceeding quantities will harm the organisation by causing instability and uncertainty about working conditions and raising human resources expenses from recruiting to training (Akbar et al., 2023).

Turnover intention is a constant desire to quit the organisation, whether by the workers (voluntarily) or by the firm, which may result in high human resource management (Efitriana & Liana, 2022). When employees feel unsatisfied or experience a lack of motivation, they may start considering alternative job options, often as a reaction to perceived dissatisfaction within their role or organisation. According to Varshney (2014), turnover intention may be discovered by three indicators: thinking about leaving, searching for alternatives, and quitting. Organisations that fail to address these underlying motivations risk higher turnover rates, making it critical to implement strategies that promote employee retention and workplace satisfaction.

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Quality of Work-Life and Turnover Intention

QWL involves a personal vision, professionalism, pleasure, engagement, attachment, and organisational well-being (Els et al., 2021). Workplace, job design, context, and home life affect turnover intentions (Alzamel et al., 2020). Home-work balance, workload, work environment, and employee social interaction affect turnover intentions. Employee turnover decreases with good work life (Alzamel et al., 2020; Els et al., 2021; Karjadidjaja & Panggabean, 2023). Pujiastri & Negoro (2023) discovered no QWL relationship on turnover intentions. From the aforesaid phenomena, the following hypothesis is offered.

H1: Quality of work-life has a negative effect on turnover intention

Work-Family Conflict and Turnover Intention

WFC affects turnover intention (Mulyaningsih & Tanuwijaya, 2023). According to Novrandy & Tanuwijaya (2022), work-family conflict arises from competing family and work duties. WFC may be assessed by how work and family pressures interact and family complaints or support for work.

WFC can be measured by how pressure from work and pressure from family influence each other, and complaints or support from the family towards work. According to Greenhaus & Beutell in Asbari et al. (2021) job-family conflict is pressure or role mismatch between job and family. Indicator WFC according to Greenhaus & Allen (2011), Work expectations interfere with family, work reduces self-involvement, work hinders family activities, and work demands conflict with family duties.

Previous research from Dhakirah et al. (2021), Lewaherilla et al. (2021), Mulyaningsih & Tanuwijaya (2023), Putra & Suwandana (2020), Rahmi & Fairuzzabadi (2023), Ramadhoani (2020), and Zhou et al. (2020) proven that WFC decreases TI. Employees may struggle to manage work and family due to conflict. Workers may prioritise family after assessing life objectives. If work doesn't meet family needs or creates conflict, they may switch careers. Hermawati et al. (2022) observed no effect of WFC on TI. From the phenomena above, the following theory is proposed.

H2: Work-family conflict has a positive effect on turnover intention

Organisational Commitment and Turnover Intention

OC and TI have been studied in human resources and organisational management. According to Manihuruk (2023) organisational commitment is an ongoing process in which employees show their allegiance to the company. According to Luthans

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(2011) commitment has three components: emotional, continuation, and normative. Committed workers are more likely to stay with the organisation since their personal ambitions connect with its purpose (Tampubolon et al., 2020). This commitment stabilises turnover intention because individuals with greater commitment are more motivated to help the company succeed and more robust to external events that may cause employment changes (Murdani & Fachrurrozie, 2022).

Research from Buulolo & Ratnasari (2020), Finthariasari et al. (2020), Hastanti & Kristanto (2023), Murdani & Fachrurrozie (2022), and Tampubolon et al. (2020) revealed that organisational commitment decreases turnover intention. Because engaged, contented, and confident workers believe their organisation supports and appreciates them, high organisational commitment is connected with low turnover intention. Ardianto & Bukhori (2021) and Ramadhani et al. (2023) found no effect of OC on TI. From the phenomena above, the following theory is proposed.

H3: Organisational commitment has a negative effect on turnover intention

The Mediating Role of Organisational Commitment

High QWL and OC reduce turnover intention (Els et al., 2021). Therefore, organisations must develop methods to enhance their workers' work lives, which strengthens their commitment to the organisation and improves its efficacy and sustainability. QWL and TI are linked, thus organisations must increase employee experience and retention (Nanjundeswaraswamy et al., 2020; Sahni, 2019).

Organisational commitment may reduce turnover and work-family conflict. To boost employee happiness and retention, companies should promote work-life balance. Mart et al. (2023) observed that organisational commitment did not attenuate QWL's detrimental impacts on TI. The phenomena above suggest the following hypothesis.

H4: Organisational commitment mediates the influence of quality of work-life on turnover intention

Organisational commitment may mediate WFC-IT relationships (Guo & Li, 2023). Despite work-family friction, devoted employees may stay with the company. High organisational commitment reduces work-family friction and turnover intention (Belwal & Belwal, 2023).

Research from Belwal & Belwal (2023), Finthariasari et al. (2020), and Guo & Li (2023) discovered that organisational commitment mediates work-family conflict on turnover intention. Attached employees may seek internal solutions like organisational support, job flexibility, or coping mechanisms to alleviate work-life conflict (Finthariasari

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et al., 2020). Despite work-family friction, organisational commitment may improve turnover intention. Atmajaya et al. (2024) found that organisational commitment did not mitigate work-family conflicts on turnover intention.

H5: Organisational commitment mediates the influence of work-family conflict on turnover intention

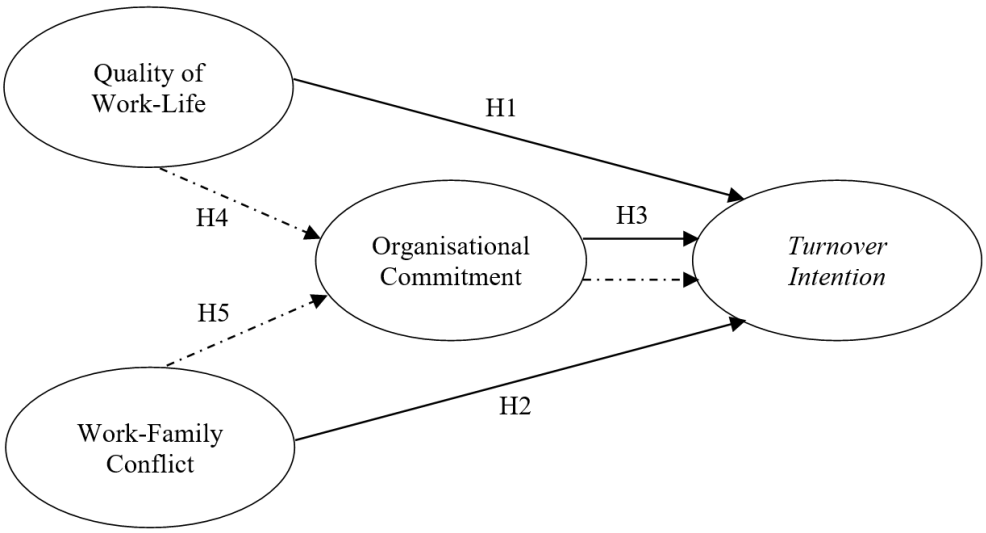


Figure 1. Conceptual Framework

METHODS

Purposive sampling was used in this quantitative investigation. Based on particular criteria, purposive sampling was used to include only relevant respondents (Sugiyono, 2022). The criteria targeted permanent non-medical staff at various private hospitals in Purwokerto, Indonesia. A structured questionnaire utilising Likert scale measured study variable statement items.

This research measured turnover intention, QWL, WFC, and organisational commitment using well-established tools to ensure full evaluation and analysis. The signs of turnover intention used by Varshney (2014) were thinking about leaving, searching for work alternatives, and quitting. Examples of these markers are “I often think about quitting my current job,” “I am actively looking for job opportunities elsewhere,” and “I am planning to leave this organisation in the near future.”

To measure work-family conflict, the study referred to indicators outlined by Greenhaus & Allen (2011), such as work expectations interfering with family, work

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diminishing self-involvement, and work obligations clashing with family duties. Sample items included, “My job responsibilities prevent me from meeting my family’s needs” and “My work makes it difficult to participate in family activities.”

Organisational commitment was assessed using Luthans (2011) components of emotional, continuation, and normative commitment, with sample statements like, “I feel a strong sense of belonging to this organisation” for emotional commitment and “I feel an obligation to stay with this organisation” for normative commitment. All statements were rated on a Likert scale, allowing respondents to express their level of agreement. This structured approach ensured the comprehensive capture of relevant data for analyzing the relationships among these key variables.

The study used PLS-SEM to analyse data. Following Hair et al. (2017), two stages were employed. Initial assessments tested measurement model (outer model) validity and reliability. Convergence was confirmed with loading above 0.7 and AVE over 0.5. The discriminant validity was examined using cross-loadings and Fornell-Larcker criteria. For indication dependability, Cronbach's alpha and Composite dependability must surpass 0.70. The second step used structural model assessment (inner model) to evaluate hypotheses and explain variable relationships.

RESULTS

Demographic analysis showed that 57.5% of respondents were women, indicating substantial female engagement in this research. This research also found that 54.3% of respondents were between 21 and 30 years old, the majority age group. Respondents were 60.7% married, suggesting family obligations. Most respondents had university education, with 38.6% having a bachelor's degree. Respondent data also found that 40.4% of employees had 1-5 years of work experience, indicating more participation than the medium work experience group.

Evaluation of The Measurement Model (Outer Model)

This study model is tested for convergent, reliability, and discriminant validity. Table 1 lists convergent validity and reliability metrics. Table 2 shows Fornell-Larcker discriminant validity.

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Table 1. Convergent Validity and Data Reliability

Variables	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organisational Commitment	0.956	0.965	0.663
Quality of Work-Life	0.956	0.950	0.702
Turnover Intention	0.944	0.960	0.708
Work-Family Conflict	0.952	0.969	0.775

**Source: Primary Data (2024)*

Table 1 shows that this study's measurements are convergently valid and dependable. Each item produces factor loading values above 0.70 and AVE values over 0.50. All indicators measure latent variables; hence they are valid. Each variable's dependability is excellent and fulfils Composite dependability and Cronbach's alpha standards.

Table 2. Discriminant Validity: Fornell-Larcker

Variables	QWL	OC	TI	WFC
Organisational Commitment	0.861			
Quality of Work-Life	0.475	0.846		
Turnover Intentation	-0.594	-0.455	0.816	
Work-Family Conflict	-0.552	-0.372	0.521	0.836

**Source: Primary Data (2024)*

Additionally, discriminant validity determines this study model's validity. Table 2 shows Fornell-Larcker discriminant validity findings. Table 2 shows that Fornell-Lacker conditions were satisfied. Each square of the AVE root value is diagonally greater than the other values for each variable. Thus, the Fornell-Larcker discriminant validity criteria validates all variables.

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Evaluation of The Structural Model (Inner Model)

The inner model assessment follows outside model testing. Structured evaluation, or inner model evaluation, tests construct correlations, significant values, and the research model's R-squared. Evaluation of a structural model begins with R-square for each dependent variable.

Table 3. R-Square

Variables	R-square	R-square adjusted
Organisational Commitment	0.389	0.385
Turnover Intentation	0.433	0.427

**Source: Primary Data (2024)*

R-square reveals how much independent variable explains dependent variable variance. The turnover intention R-square value is 0.433, suggesting that this study's control variables can explain 43.3% of turnover intention variance. The remaining variance may be attributed to variables not studied in this research.

Table 4. Direct & Indirect Effect

Hypothesis		Path Coefficients (β)	T Statistic	*P* Values	Conclusion
QWL → TI	H1	-0.188	2.666	0.004	Supported
WFC → TI	H2	0.248	3.518	0.000	Supported
OC → TI	H3	-0.368	5.458	0.000	Supported
QWL → OC → TI	H4	-0.115	5.098	0.000	Supported
WFC → OC → TI	H5	0.160	3.983	0.000	Supported

** Source: Primary Data (2024)*

**Notes: Quality of Work-Life (QWL), Work Family Conflict (WFC), Turnover Intentation (TI), Organisational Commitment (OC).*

Finally, a hypothesis test explains the study variables' connection. Hypothesis testing assumes the independent variable affects the dependent variable if the statistical

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T value is more than 1.960 and the P value is less than 0.05. The test results are in Table 3. This indicates that all variable associations have positive path coefficients (β). P values less than 0.05 and T statistics larger than 1.96 were satisfied. Also, all hypotheses are acceptable.

DISCUSSION

The Influence of Quality of Work-Life on Turnover Intention

QWL has a negative and significant effect on TI, suggesting that workers with high satisfaction and supportive work environments are less likely to leave. This study's results are supported Alzamel et al. (2020), Els et al. (2021), Karjadidjaja & Panggabean (2023). QWL includes key aspects such as job security, a balanced workload, recognition of achievements, and opportunities for growth and development. These characteristics in the workplace increase job satisfaction and emotional relationships with the company (Alzamel et al., 2020). This positive perception reduces their desire to seek alternative employment, as they feel valued, supported, and fulfilled in their current roles.

The negative link between QWL and turnover intention emphasizes the need for companies to engage in workplace improvements (Pujiastri & Negoro, 2023). By prioritizing employee well-being, creating work-life balance opportunities, and recognizing achievements, employers can effectively reduce turnover rates. This strategy not only helps in retaining talent but also fosters loyalty and long-term commitment, which are crucial for maintaining a stable and productive workforce (Karjadidjaja & Panggabean, 2023). This shows that when workers have a good work life, their job-related stress decreases, leading to greater satisfaction and a lower likelihood of turnover.

The Influence of Work-Family Conflict on Turnover Intention

WFC positively and significantly affects turnover intention, showing that workers who struggle to balance work and family are likely to depart. Research by supports this study Dhakirah et al. (2021), Lewaherilla et al. (2021), Mulyaningsih & Tanuwijaya (2023), Putra & Suwandana (2020), Rahmi & Fairuzzabadi (2023), Ramadhoani (2020), and Zhou et al. (2020). This positive relationship suggests that as work demands interfere with personal or family life, employees experience higher stress levels, dissatisfaction, and frustration, leading to a greater desire to seek employment opportunities that offer better work-life balance (Ramadhoani, 2020).

High conflict between work and home commitments might make workers unsatisfied and ponder quitting (Zhou et al., 2020). This dissatisfaction often arises

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because they feel unable to meet expectations both at work and at home, leading to emotional exhaustion and stress (Lewaherilla et al., 2021). Companies that overlook the impact of WFC may inadvertently contribute to higher turnover rates as employees seek environments that support better work-life integration.

The Influence of Organisational Commitment on Turnover Intention

OC adversely and considerably influences TI, suggesting that committed employees are less likely to depart. This finding is supported by Buulolo & Ratnasari (2020), Finthariasari et al. (2020), Hastanti & Kristanto (2023), Murdani & Fachrurrozie (2022), and Tampubolon et al. (2020) that express organisational commitment significantly reduces turnover intention. Shared beliefs, recognition, work happiness, and company objectives may foster this tie (Manihuruk, 2023). When employees are committed, they tend to show higher levels of dedication and a willingness to contribute positively, which decreases their likelihood of seeking opportunities elsewhere.

Initiatives such as career development programs, fair treatment, transparent communication, and recognition of achievements can enhance employees' sense of belonging and commitment (Tampubolon et al., 2020). Employees that feel appreciated and see a future in the company are more likely to stay, especially if confronted with external problems or job offers (Hastanti & Kristanto, 2023). This relationship indicates that organisations investing in building a committed workforce can benefit from greater stability, and reduced turnover costs.

The Influence of Quality of Work-Life on Turnover Intention with Organisational Commitment as Mediation

In this study, QWL negatively affects TI via organisational commitment. QWL indirectly affects TI via organisational commitment (Alzamel et al., 2020; Els et al., 2021; Karjadidjaja & Panggabean, 2023). This greater organisational commitment buffers their urge to depart (Nanjundeswaraswamy et al., 2020).

The negative relationship between QWL and TI via organisational commitment suggests that improving work life improves employees' emotional and psychological ties to their company (Els et al., 2021). Workers who feel supported and satisfied at work are more inclined to stay (Alzamel et al., 2020). Thus, to decrease turnover, companies can improve work life, which boosts employee loyalty and stability.

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The Influence of Work-Family Conflict on Turnover Intention with Organisational Commitment as Mediation

WFC adversely effects TI when mediated by organisational commitment. This finding are supported by the findings of Belwal & Belwal (2023), Finthariasari et al. (2020), and Guo & Li (2023) which suggests that although employees may experience significant challenges in balancing work and family responsibilities, those who maintain a strong commitment to their organisation are less likely to execute turnover plans.

The mediating role of organisational commitment indicates that organisations can effectively reduce turnover intention related to WFC by fostering a supportive environment that enhances employee commitment (Guo & Li, 2023). As commitment grows, employees become more invested in their roles and the organisation's success, which diminishes their desire to leave, even when faced with work-family conflicts (Belwal & Belwal, 2023). This underscores the importance of not only addressing work-family conflict but also nurturing organisational commitment as a strategic approach to retaining talent and promoting employee satisfaction.

CONCLUSION

Quality of work life (QWL) and work-family conflict (WFC) substantially affect turnover intention among non-medical personnel from private hospitals in Purwokerto, Indonesia, with organisational commitment mediating. High QWL is linked to reduced turnover intention, emphasizing the importance of supportive work conditions, while increased WFC is associated with higher turnover intention, indicating the challenges employees face balancing work and family.

Organisational commitment enhances QWL's turnover-reduction benefits and mitigates WFC's turnover intention impacts. This suggests that enhancing both QWL and fostering strong organisational commitment are critical strategies for hospitals aiming to retain employees, even when work-family conflicts are present.

This research has important implications for hospital administration and HR. Hospitals should prioritise work life quality by introducing flexible work hours to reduce turnover intention, comprehensive professional development programs, and employee wellness initiatives that support mental and physical health. Such measures can help employees feel more valued and satisfied in their roles, ultimately reducing the likelihood of them seeking opportunities elsewhere.

Work-family conflict increases turnover intention. Thus, hospitals should provide family-friendly policies and assistance to help staff balance work and life. Programs like

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on-site childcare services, parental leave policies, and counseling services can alleviate stress and reinforce employees' commitment to the organisation. Strengthening organisational commitment should also be a focal point of retention strategies, achievable through recognition programs, clear career growth pathways, and fostering a positive workplace culture where workers feel connected and purposeful. These practical efforts can contribute to sustaining a motivated and loyal workforce, enhancing overall hospital performance.

This research has various limitations that should be noted when evaluating results. First, the study only included non-medical staff at private hospitals in Purwokerto, Indonesia. This restricted focus may limit the findings' applicability to different healthcare settings or areas. The results may not completely reflect medical personnel or public healthcare workers' perspectives. To make future research more applicable and robust, incorporate a larger variety of occupational responsibilities, such as medical workers, and investigate various healthcare facilities and geographical locations.

The linkages observed only show one moment in time, making it hard to grasp how they change. Longitudinal study is needed to understand cause-and-effect correlations and turnover intentions. To understand how QWL, WFC, and organisational commitment impact turnover intentions, researchers may track changes over time.

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