

Relationship Between Work Life Balance and Turnover Intention in Nurses at Bandung City Hospital

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INTRODUCTION

The productivity of Hospital services operates for 24 hours with a shift work system, namely morning, afternoon and night with a working time provision of 8 hours / day, of course it will have an impact on the personal life of nurses. The survey shows that in 2011 - 2025, 80% of those who contribute to the success of health development are Health Workers and Around 75% are dominated by nurses. *Turnover intention* is an employee's thought or plan to leave an organization. Based on previous research conducted by Lorenza (2020) at one of the private type A hospitals in Bandung City, the nurse turnover rate is very high,

exceeding 10% each year. In 2016, 2017, and 2018, the percentages were 46%, 48%, and 41%, respectively. Around 61% of nurses have a high level of intention to quit, and 54% feel less positive in their roles. In addition, 54% feel that their work often affects negative moods. Research by Muhadi (2022) found that low work stress and *work life balance* Nurses can reduce the intention to change jobs.

Work Life Balance or work- life balance is a theory that describes a person in managing the work and family environment and the boundaries between the two in achieving balance (Clark, 2000; Adiningtiyas & Mardhatillah, 2016). According to Fisher,

Abstract

Objective: This study aims to examine the relationship between work-life balance and turnover intention among nurses at Bandung City Hospital.

Method: This quantitative correlation study employed a cross-sectional design with a sample of 134 nurses from Bandung City Hospital. The inclusion criteria were nurses who had worked for at least one year at the hospital. Data were collected using two questionnaires: a work-life balance questionnaire consisting of 17 items, and a turnover intention questionnaire with 6 items. Spearman rank correlation was used for data analysis.

Results: The results show that less than half of the nurses were in generation Y (27-42 years) (49.3%). More than half of the respondents were female (67.2%) and had education level in diploma degree (67.2%). More than half of the respondents were married (68.7%), with length of work more than 4 years (64.2%) Working hours per week are mostly >40 hours (83.6%), and the number of holidays per year was mostly >12 times (83.6%). The findings revealed a significant relationship between work-life balance and turnover intention among nurses at Bandung City Hospital, with a strong negative correlation of -0.648 and a p-value of 0.000 ($p < 0.05$).

Conclusion: A lower work-life balance is associated with a higher turnover intention among nurses, suggesting the importance of promoting a balanced work environment to reduce turnover rates.

Keywords: Nursing, Turnover Intention, Work Life Balance

Bulger, and Smith (2009); Gunawan, (2019), they states that work life balance has 4 dimensions, namely Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), Work Enhancement of Personal Life (WEPL), and Personal Life Enhancement of Work (PLEW). These four dimensions explain the position regarding the individual's ability to balance work and personal life. Managing work life balance is important for employees (Aydin, 2016).

Work life balance defined as an individual's ability to fulfill responsibilities at work and at home without role conflict. This study aims to examine the relationship between work life balance and turnover intention in nurses at Bandung City Hospital.

METHOD

Study Design

This study uses a quantitative correlation study with a cross-sectional design. Conducted at Bandung City Hospital in 2023.

Population and Sample

The population was 2015 nurses at Bandung City Hospital. Sample size was calculated using G-power version 3.1.9.7 with an effect size of 0.3 with an α error of 0.05 and a power ($1-\beta$ err prob) of 0.95. A total of 134 nurses was taken by simple random sampling. Inclusion Criteria: Nurses who work minimum 1 year.

Instrument

This study used 3 instruments in the form of questionnaires, namely the Respondent Characteristics questionnaire made by the researcher including age, gender, education, length of service, marital status, length of work per week, and number of holidays per

year. The Work-Life Balance Scale by Gwenith, Fisher (2001) assesses three dimensions of work-life balance: Work Interference with Personal Life (WIPL), Personal Life Interference with Work (PLIW), and Work/Personal Life Enhancement (WPLE). The scale includes 19 items distributed across the three dimensions, capturing various aspects of work-life interactions. The items are typically rated using a 5-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Each dimension was scored separately by summing the responses to the items within that dimension. To compute an overall Work-Life Balance score, scores from the WPLE dimension are combined with reverse-coded scores from the WIPL and PLIW dimensions, reflecting the balance between conflicts and enhancements. The scale has demonstrated good internal consistency, with a reported reliability coefficient (Cronbach's alpha) of 0.83.

The Turnover Intention Scale (TIS-6), developed and validated by Bothma and Roodt (2013), is a concise instrument designed to measure employees' intention to leave their organization. Responses are captured on a Likert scale, typically ranging from 1 (strongly disagree) to 5 (strongly agree). The total score was calculated by summing responses across all six items. Higher scores indicate a greater intention to leave the organization. The internal consistency of the TIS-6 has been reported with a Cronbach's alpha of 0.80.

Data Analysis

Data analysis was use frequency distribution and Spearman Rank correlation.

RESULTS

Table 1 Characteristics of the Respondents (N=134)

Respondent Characteristics	Frequency (F)	Percentage (%)
Age		
Gen Z (11 - 26 Years)	40	29.9%
Gen Y (27 - 42 Years)	66	49.3%
Gen X (43 - 58 Years)	28	20.9%
Gender		

Respondent Characteristics	Frequency (F)	Percentage (%)
Man	44	32.8%
Woman	90	67.2%
Education		
Diploma in Nursing	90	67.2%
Bachelor of Nursing	6	4.5%
Nursing Nurse	38	28.4%
Marital status		
Not married yet	42	31.3%
Married	92	68.7%
Length of work		
>4 Years	86	64.2%
3-4 Years	17	12.7%
1-2 Years	31	23.1%
Working Hours per Week		
< 40 Hours	22	16.4%
> 40 Hours	112	83.6%
Number of Holidays per Year		
< 12 times	22	16.4%
> 12 times	112	83.6%

The results show that less than half of the nurses who became respondents were in generation Y (27-42 years) (49.3%). More than half of the respondents were female (67.2%) and had education in diploma degree (67.2%). More than half of the respondents were married (68.7%), with length of work more than 4 years (64.2%) Working hours per week are mostly >40 hours (83.6%), and the number of holidays per year was mostly >12 times (83.6%).

Table 2 Frequency Distribution of Work Life Balance in Nurses at Bandung City Hospital (n=134)

	Low (%)	High (%)
Work Life Balance	50.7%	49.3%
Work Interference With Personal Life (WIPL)	50%	50%
Personal Life Interference With Work (PLIW)	48.5%	51.5%
Work Enhancement of Personal Life (WEPL)	49.3%	50.7%
Personal Life Enhancement of Work (PLEW)	50.7%	49.3%

Table 2 shows that more than half of the respondents in the low category for work-life balance (50.7%). The Personal Life (WIPL) dimension also showed 50% of respondents in the low category. Additionally, more than half of the respondents were in the low category for Personal Life Interference with Work (PLIW) (51.5%). In contrast, more than half of the respondents were in the high category for Work Enhancement of Personal Life (WEPL) (51.5%), while 50.7% of respondents were in the high category for the Work Enhancement of Personal Life (WEPL) dimension.

Table 3 Frequency Distribution of Turnover Intention in Nurses at Bandung City Hospital (n= 134)

	<i>r</i> (%)	<i>h</i> (%)
Turnover Intention	42.5%	57.5%
<i>Intention to quit</i>	28.4%	71.6%
<i>Intention to search</i>	38.1%	61.9%
<i>Thinking of quitting</i>	42.7%	57.5%

Table 3 showed the Turnover Intention of nurses at Bandung City Hospital were in high category (57.5%). More than half of the respondents were in high category in each dimension intention to quit (71.6%), intention to search (61.9%), intention of quitting (57%).

Table 4 Relationship between Work Life Balance and Turnover Intention in Nurses at Bandung City Hospital

Variables	Work Life Balance	
	<i>r</i>	<i>p</i>-value
Turnover Intention	-0.648	0,000

Based on table 4 the results showed that work life balance had correlation with turnover intention with *p*-value 0.000 (<0.05).

DISCUSSION

Respondent characteristics at Bandung City Hospital show diversity in age, gender, education, marital status, length of service, working hours per week, and number of holidays per year. The majority of respondents are from generation Y (27-42 years old) who have a strong sense of social justice. Younger employees tend to leave the company more easily than older employees, who tend to stay due to family responsibilities, low mobility, and uncertainty about new jobs. If the millennial generation is not given the opportunity to use their skills, dissatisfaction will increase and encourage them to change jobs. In terms of gender, more than half of the respondents were female, in line with data showing that many nurses are female. Women often face a double burden between work and family, and many of them experience conflict in achieving work-life balance. Research shows that women are at higher risk of turnover intentions than men. Based on education level, the majority of respondents were Diploma in Nursing. The match between education and position affects employee retention;

mismatched education can lead to higher turnover. In terms of length of service, the majority of respondents have worked for more than 4 years. Although work experience usually increases attachment to the company, in this study, it does not always indicate a reduction in the intention to change jobs. Most respondents work more than 40 hours a week, exceeding the ideal number set by law. High working hours can trigger conflict between work and personal life. This study shows that there are still respondents who are unbalanced in dividing their time between work and personal life, and many of them feel too tired after work to do anything else. Majority of the nurses had low work-life balance. They often feel that their personal life is getting worse because of work and worry about things outside of work. Many nurses face conflicts between work and family, especially those who are women, married, and have children. In addition, most nurses work more than 40 hours a week, which affects their work-life balance. There are various dimensions of work-life balance, but many nurses feel disturbed by their personal life, and their work does not improve their personal quality of life.

The turnover intention of nurses at Bandung City Hospital was more than half in the high category. These three indicators include being lazy to work, dissatisfaction at work, and

tending to look for other jobs. This study is consistent with previous research at Santosa Hospital which also showed high turnover intention. Regarding the intention to quit dimension, more than half of respondents sometimes feel that their current job does not satisfy their personal needs, which indicates a job satisfaction factor that influences turnover intention. Previous research also stated that work-life balance has a positive effect on nurses' job satisfaction. In the intention to search dimension, less than half of respondents sometimes dream of finding another job. The results showed that respondents began to compare their current job with other jobs. In the thinking of quitting dimension, less than half of respondents rarely look forward to work days, but a small number feel it often. This shows that nurses at Bandung City Hospital have thoughts of leaving their current jobs.

The results of the analysis showed that there was a strong negative relationship between work life balance and turnover intention in nurses at Bandung City Hospital. The lower the work life balance, the higher the turnover intention of nurses. Work life balance is the way individuals divide their time between work and other activities. Imbalance can increase stress and turnover intention. Previous studies also support this finding, showing that low stress and work life balance can increase nurses' turnover intention.

CONCLUSION

Factors such as high work demands, conflicts between professional and personal responsibilities, and dissatisfaction contribute to increased turnover intention. These results highlight the need for hospitals to prioritize work-life balance initiatives to retain nursing staff and maintain high-quality healthcare services.

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Conflict of Interest

This study was conducted independently with no financial or personal interests influencing the research outcomes.

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