

FAMILY SUPPORTIVE WORK ENVIRONMENT AND TURNOVER INTENTION**Saraswati, N.P.A.S., Riana, I.G., Dewi, I.G.A.M., Wibawa, I.M.A.***

Abstract: Turnover intention, indicative of an employee's voluntary decision to leave their job, is a crucial concern for organizations. This study aims to scrutinize conservation of resource theory, role theory, and social exchange theory by examining the interplay among variables, namely family-supportive work environment, work-family conflict, and turnover intention. Employing probability sampling with a proportional random sampling technique, data were gathered from 249 hospital staff employed in private hospitals. Multiple regression analysis was utilized to assess direct effect hypotheses, while indirect effects were evaluated using the Sobel test. The results validated three direct effects and one indirect effect as posited in the research model. This study underscores the pivotal role of a family-supportive work environment in ameliorating work-family conflict and turnover intention. Additionally, it identifies work-family conflict as the primary determinant influencing turnover intention. Furthermore, the study underscores the critical role of hospital management in facilitating staff to balance work and family responsibilities to mitigate turnover intention.

Key words: Family supportive work environment, work-family conflict, turnover intention

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Introduction

Hospitals are crucial components of both social and medical infrastructures, tasked with delivering comprehensive healthcare services encompassing treatment and prevention. The efficacy of hospital services hinges significantly on the management of human resources, encompassing both their quality and quantity. Among the key drivers of hospital operations are its staff, constituting the largest personnel segment, ranging between 60-70% (O'Hara et al., 2024). According to research conducted by Albatat et al. (2013), turnover intention emerges as a significant challenge within the healthcare industry. Consequently, hospitals are deeply concerned with retaining

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their nursing staff, recognizing the potential impact of turnover on staff dynamics and operations. Cohen et al. (2016) highlighted three industries with notably high turnover rates, namely hospitality, banking, and health.

Research conducted by Bares (2017) indicates that turnover rates within the healthcare sector tend to escalate, ranking third globally in terms of staff turnover. Turnover intention, serving as a primary driver of turnover, poses a significant challenge for employees, particularly within hospitals. Organizations deploy various strategies to retain employees and foster their desire to remain within the organization. Despite efforts to pinpoint the primary factors triggering employee leaving their job, there remains a lack of consensus regarding the root causes of employee turnover. The ambiguity surrounding the factors leading to employee attrition necessitates further investigation into the reasons prompting hospital staff to contemplate leaving their positions.

Conservation of resource theory (Halbesleben et al., 2014), explains that individuals try to maintain and preserve certain resources such as conditions and energy. It's just that time is the most valuable perceived resource. When resources are perceived to be scarce, individuals will try to change the situation. This means that individuals try to reduce their efforts in work or family roles. In addition, individuals also have the option to save resources that may be lost when performing a role (Sundry, 2023). The role performed depends on the perceived reciprocal relationship in performing the job (Ahmad et al., 2023; Szczepanska-Woszczyzna and Bogaczyk, 2023; Androniceanu et al., 2023; Belas and Rahman, 2023). In this case, the desire to quit the job is one of the solutions to save resources lost from role pressure (Dewi et al., 2023). In addition, individuals who feel strong support from the organization tend to reduce work - family conflict so that the desire to leave the organization becomes lower. When there is an individual's intention to quit the job voluntarily according to his choice, this can create a big problem for the organization (Mahdi, et al., 2012). One factor that can reduce turnover intention is family-supportive work environment (FSWE). FSWE is seen as a social support that is perceived by recipients as help or their perception of how they are loved, valued, and respected (Jamaludin et al., 2018). Guo et al. (2024) define family-supportive work environment with regard to how much the company supports employees' work and family responsibilities. Haar and Roche (2010) stated that family-supportive work environment affects turnover intention. Employees who feel that the organization is less responsive to employees' family needs become less committed to the organization and may soon leave the organization (Ererdi et al., 2024). However, when the organization is perceived to be more responsive to employees, they tend to feel more cared for, which can reduce the desire to leave the organization (Zahra and Syahlani, 2023).

FSWE is also seen to be able to reduce employees' intention to change jobs through WFC. Family-supportive work environment has a negative influence on work-family conflict. This means that working in an organization with a more family-supportive work environment has less work-family conflict. Supportive supervisors and cultural norms that do not punish workers for prioritizing family can reduce work-family

conflict (Van Engen et al., 2023). This is different from the findings of Cavaleiro and Lopes (2019) in military organizations that there is a positive or unidirectional relationship between family-supportive work environment and work family conflict. This finding is due to the military having special regulations and hierarchies. This means that the existence of a family-supportive work environment can lead to conflicts of interest. Family-supportive work environment tends to be avoided to maintain the authority of the military hierarchy. In line with these findings, indicators of a family-supportive work environment, such as flexible time, part-time work, and the availability of child care at work for employees or providing employees with supervision or supervisors who support families are not significant enough to reduce work-family conflict (Kim and Parish, 2020).

Moreover, Wang, et al. (2017) found that work-family conflict is a significant predictor of employee turnover intention. Researcher (Dåderman and Basinska, 2016; Zhou, et al., 2020) found that work-family conflict has a significant positive effect on turnover intention. In contrast, Karatepe and Karadas (2014) research conducted in Romania stated that work-family conflict does not significantly affect turnover. This happens because in that country it is difficult to find a job. Thus, they tend to stay in the current job. In line with this research, Chelariu and Stump (2011) stated that work-family conflict has no significant effect on turnover intention. The research findings of Raman, et al. (2013) obtained different results, namely work-family conflict does not cause the desire to move. Nohe and Sonntag (2014) found that an increase in work-family conflict can predict an increase in turnover intentions. The existence of inconsistent research findings requires further research.

Literature Review and Research Hypotheses

This study examines and explains the conservation of resources theory, role theory and social exchange theory by examining the relationship between variables in the research model, namely family-supportive work environment, work family conflict, and turnover intention. Role theory has been widely used to predict various life roles that cause role conflict. This conflict occurs because individuals have difficulty performing each role successfully due to conflicting demands (Anglin, et al., 2022; Kim, and Parish, 2020). Individuals will experience conflict within themselves if there are two or more pressures simultaneously. Conflict in each individual occurs because they have to carry out two different roles at the same time (Anglin, et al., 2022). Meanwhile, social exchange theory explains that behavior can be considered as a result of cost and benefit analysis by those who try to interact with the environment. If individuals gain more advantages than disadvantages, they will undergo the relationship. Conversely, if individuals feel that there are more losses or incur greater costs than benefits, then they will not undergo it (Jonason and Middleton, 2015). That is, when one person treats another favorably, a reciprocal norm will apply requiring the return of favorable treatment (Ahmad et al., 2023). The good treatment received by one party, for example between superiors and subordinates, will lead to favorable outcomes for both if they apply the norm of

reciprocity (Abdulmohdi, 2024). Employees who have mutual trust and a supportive work environment to pursue career goals while managing personal life needs, will reciprocate positively, choosing to stay together rather than leave the organization because they feel low work-family conflict. Based on the conservation of resources theory (Halbesleben et al., 2014), when individuals feel that their resources are starting to be limited due to pressure on work and family, individuals will change the situation by making the best decision which may decide to leave the organization.

Family-supportive work environment and work-family conflict

The participation of married women in work often makes them feel difficult because they carry out dual roles to carry out work responsibilities and carry out family obligations. The two roles cannot be done in a balanced manner so that it can trigger work-family conflict (Pan et al., 2024). Research by Baloria, and Verma, (2024), mentioned that family-supportive work environment is negatively related to work-family conflict. Supportive supervisors and cultural norms that do not penalize workers for prioritizing family can reduce work-family conflict. Giving employees choices related to working hours, work location, and scheduling will increase the time resources available to employees and reduce the potential for scheduling conflicts at home (Rodriguez, et al., 2024). When employees feel that employers care about family needs, employees experience a reduction in work-family conflict (Kyei-Frimpong et al., 2024). This means that the greater the company's support for employees in balancing work and family, the work-family conflict will decrease.

H1: family-supportive work environment affects work-family conflict.

Work-family conflict and turnover intention

Work-family conflict in the workplace is a dilemma faced by individuals when working, especially for married women. This conflict has the potential to interfere with individuals in carrying out their work so that it can trigger various negative things, such as reducing organizational commitment and job satisfaction (Tran, 2023), and increasing the desire to move from work (Belwal and Belwal, 2023). Turnover intention (Khan et al., 2024; Alsam, et al., 2013) is the tendency or intention of employees to stop working from their jobs voluntarily or move from one workplace to another according to their own choices. Turnover intention reflects the high intention of individuals to move or leave the organization so that it can have a negative impact on the organization (Muslyati, et al. 2024). A number of research results (Wang and Wang, 2024; Chen, et al., 2015; Zhou and Gao 2020) found a positive and significant influence between work-family conflict on turnover intention. Nurses with high work-family conflict tend to have a higher intention to leave the nursing profession (Aboobaker and Edward, 2019). A number of study (Martadiani et al., 2022; Daderman and Basinska, 2016.; Ribeiro et al.,2023), high interpersonal conflict in the workplace has the most contribution to the intention to leave the organization. The higher the perceived work-family conflict can cause turnover intention to increase (Zhang, et al., 2020; Hammond, et al., 2020). Based on previous research, the following hypothesis is proposed

H2: Work-family conflict affects turnover intention.

Family-supportive work environment, work-family conflict, and turnover intention

Employees who are thinking of leaving a job are more likely to report that work interferes with the employee's family life. Work creates tension that conflicts with family life which leads to increased turnover intention (Zhang et al., 2024; Andres, et al., 2012). A number of research (Noermijati, et al. 2020; Kang and Lee, 2017) found that work-family conflict has a significant effect in increasing turnover intention. The lower the work-family conflict experienced by employees, the lower the employee's turnover intention. Family-supportive work environment is believed to be one of the factors that influence the decrease in work-family conflict and turnover intention (Bhayo et al., 2024). When companies support employees in balancing work and family needs, there is a decrease in work-family conflict and less turnover intention. Syarif et al., (2024), found that family-supportive work environments negatively affect turnover intention. Employees who feel that their organization is less responsive to family needs cause them to become less committed to the organization therefore may leave the organization (Mariana et al., 2024). When employees feel that employers care about family needs, employees will be able to reduce work-family conflict disorders. In addition, it also responds with a more positive work attitude so that turnover intention will decrease (Alyaa et al., 2024).

H3: Family-supportive work environment affects work-family conflict.

H4: Work-family conflict mediates the effect of family-supportive work environment on turnover intention.

Research Methodology

This research is a causal explanatory study by testing hypotheses using statistical. The sample used was hospital staff private hospitals in Bali totaling 249 people. Data were collected using a survey method that was handed directly to the nurses at their respective workplaces. This study uses 3 variables, namely work-family conflict is measured using 3 dimensions (Mumu et al., 2021). Family-supportive work environment measured using 2 dimensions (Zahra and Syahlani, 2023). Turnover intention was measured using three dimensions (Wikaningtyas et al., 2023). The main instrument of this research is a questionnaire distributed directly to respondents containing statements of research variables. The questionnaire uses a 5-level Likert scale from scale 1 (strongly disagree) to scale 5 (strongly agree) to measure respondents' perceptions. The first step taken by the researcher was distribute questionnaires to 30 respondents (hospital staff) to test the validity and reliability of the research instrument. After the instrument was declared valid and reliable, the questionnaire was spread to the all-hospital staff as a sample. The sampling technique used probability sampling, namely proportional random sampling. Furthermore, the collected data were analyzed using descriptive analysis and inferential analysis using regression analysis assisted by the SPSS program.

Research Results

Before interpreting the results of hypothesis testing using multiple linear regression, the validity and reliability of the constructs used in the research model are tested, presented in Table 1, below.

Table 1. Validity and reliability test

Constructs	Dimensions	Loading Factor	T Statistics	P- Values
Family Supportive Work Environment Cronbach Alpha = 0,941	Organization Support	0.867	0.017	50.734
	Supervisor Support	0.758	0.031	24.209
Work-Family Conflict Cronbach Alpha = 0,866	Time Based conflict	0.821	0.025	32.845
	Strain Based conflict	0.865	0.018	48.481
	Behaviour Based conflict	0.849	0.021	40.786
Turnover Intention Cronbach Alpha = 0,897	Thinking to quit	0.857	0.027	32.300
	Intention to search	0.924	0.013	68.809
	Intention to quit	0.908	0.021	42.608

Table 1, explain that the family supportive work environment variable is measured using two dimensions, work-family conflict is measured using 3 dimensions, and turnover intention is measured using 3 dimensions. The result show that all variable dimensions in the research model produce a loading factor values higher than 0.5 (> 0.50). Thus, the all variables can be declared to have met the validity criteria. Likewise, the results of the Cronbach Alpha values show higher than the values of 0.70 (> 0.70), informing that the variable has been declared reliable. Based on the validity and reliability criteria, the all variables using in the models have been declared valid and reliable so that they can be interpreted further.

Furthermore, hypothesis testing is carried out to test the significance of the direct effect of exogenous variables on endogenous variables and the mediating role of work-family conflict on the effect of family supportive work environment on turnover intention. The criteria for testing the direct effect states that if the probability value $<$ level of significance ($\text{Alpha } (\alpha) = < 0.05$), its mean there is a significant effect of exogenous variables on endogenous variables. While testing the indirect effect using the Sobel test that if the value of t statistics \geq t table (> 1.96) or probability \geq level of significance ($\text{Alpha } (\alpha) = < 0.05$), it is stated that there is a significant effect of exogenous variables on endogenous variables through mediating variables. The results of hypothesis testing are shown in Figure 1 and Table 2 displayed as follows.

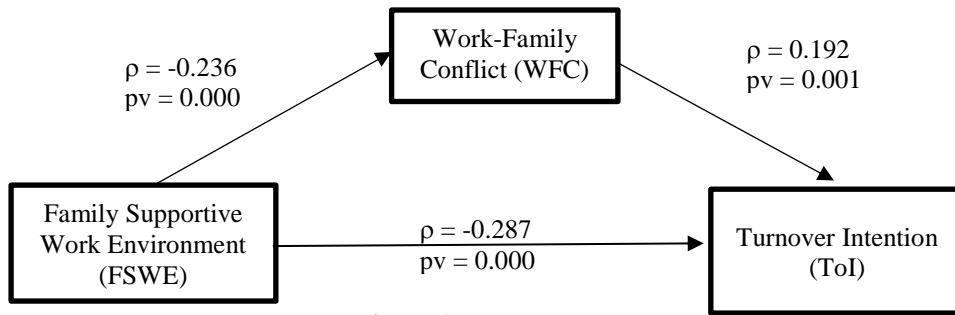


Figure 1: Full Models

Furthermore, the summary of Figure 1 displayed on Table 2 as follow.

Table 2. Hypothesis Testing

Constructs	Path Coefficient	T- Statistics	P -Values	Remarks
FSWE -> ToI	-0.287	-4.979	0.000	Accepted
WFC -> ToI	0.192	3.247	0.001	Accepted
FSWE -> WFC	-0.236	-3.996	0.000	Accepted
FSWE -> WFC -> ToI	0,055	2.089	0.045	Accepted

The hypotheses testing (Figure 1 and Table 2) showed that: (1) family supportive work environment has a significant negative effect on turnover intention, obtained path coefficient - 0.287 with t-statistics and p-values 0.000, which means that hypothesis 1 is supported. Work - family conflict has a positive and significant effect on turnover intention, the path coefficient is 0.192 with a t-statistic of 3.247 and p-values of 0.001, which means that hypothesis 2 is supported. Family supportive work environment has a negative and significant effect on work-family conflict, the path coefficient is -0.236 with a t-statistic of - 3.996 and p-values of 0.000, meaning that hypothesis 3 is supported. The effect of family supportive work Environment on turnover intention mediated by work-family conflict is obtained path coefficient of 0.055 with t-statistic 2.089 and p-values 0.045. This indicates that the mediating role of work-family conflict on the effect of family supportive work environment on turnover intention is accepted. The results of the mediation test using the Sobel formula obtained that $Z = -2.698 (> 1.96)$, it is means that the mediation test is declared significant.

Discussion

The findings showed that FSWE has a negative and significant effect on WFC. Facility support provided by the organization and support from supervisors when doing work have proven to be able to reduce the WFC of married female hospital

staff (Glaveli et al., 2013). Therefore, organizations have an essential role in providing support in the form of providing various facilities to families, especially caring for children, providing flexibility in attending parenting seminars, and other family facilities when they are doing work (Kim and Parish, 2020). Supervisor support is also no less important for a staff while on duty at the hospital, such as providing a policy to exchange work schedules with colleagues. Supervisor support (Chang et al., 2023; Van Engen et al., 2023), emphasizes support for staff efforts to balance work and family roles. Organizational and supervisor support for staff families can reduce constraints, boredom, and stress in completing work responsibilities, thereby reducing WFC (Fiksenbaum, 2014). This support is very necessary considering that the hospital staff profession carries out work for 24 hours, only their working hours are divided into work shifts so that it allows a staff to work morning, afternoon, or night depending on the work schedule.

The findings also inform that FSWE has a negative and significant impact on turnover intention. FSWE is a social support (organization, peers, and family) has an essential role for a hospital staff considering that the supervisor is the staff superior where the duties and responsibilities will be accounted for and reported. FSWE can make employees feel happy, enjoyable, feel job satisfaction, and be more comfortable at work because their families feel cared for, thus reducing the intention to leave from their jobs (Duan et al., 2019; Lee et al., 2021). The role of hospitals management in providing support to hospital staff families is essential considering that hospitals require staff to provide excellent service to their patients. This is a social exchange that occurs between the organization and hospital staff. Supervisor support, such as providing suggestions, ideas, and helping staff in completing work is an crucial aspect that can increase hospital staff sense of commitment to the organization so that they do not think about looking for work in other hospitals (Al-Mansour, 2021). Hospital staff really expect organizational and supervisor support in the form of providing facilities for staff families, flexibility in working time, perceived work difficulties, and discussions about solving problems at work. All of these supports can reduce WFC and staff desire to leave from their workplace.

This research also provides findings that WFC has a positive and significant impact on turnover intention. The higher the WFC felt by hospital staff, the higher the staff intention to leave the hospital to choose another organization (Ribeiro et al., 2023). Career opportunities for married women often lead to domestic problems. Women who work outside the home and inside the home taking care of the household are different job demands that must be lived. However, when work roles in the office environment and work roles at home cannot balance, it can trigger conflict between the two roles. This conflict that occurs has the potential to make staff feel difficulty managing time because it is seen as equally important. When this condition is not able to be managed properly, it can have implications for other choices, namely the desire to leave work followed by leaving their work (Li et al., 2022). This is in accordance with the conservation of resource theory (Halbesleben et al., 2014), that individuals try to maintain and preserve the resources they have, but when perceived

resources become scarce, individuals will try to change the situation. The situation in question is making the decision to leave the organization. The turnover rate of staff, especially organizations in the hospitality sector ranks 3rd in the world. The profession of being a hospital staff is a professional choice that is very identical to patience and thoroughness in providing services in organization. Thus, there is a need for organizational and supervisory support for the existence of staff, especially their families. The findings enrich and strengthen the conservation of resource, role theory and social exchange theory that supervisor and family support are able to balance roles thereby reducing perceived conflict. When employees feel supported by supervisor, they tend to exchange it for loyalty to the organisation

Managerial implications

Management support in this study is shown in the family-supportive work environment. Support provided through hospital policies and supervisors for staff in maintaining work and family balance is needed to reduce the negative impact of work-family conflict and turnover intention. The research findings state that management support for staff needs to balance work and family roles can reduce work-family role conflict and turnover intention. These needs, such as supporting staff to have better skills or abilities in parenting knowledge can help staff care for parents and children with better quality. This condition can reduce work-family conflict which has implications for decreasing staff intention to leave the organization. The findings of this study also provide implications for hospital management policies that work-family conflict arises due to the lack of time available for staff family due to the busy activities. In addition, there is also work pressure that can have implications for family problems. Hospital management should pay attention to the flexibility of working hours, specifically in relation to the time and energy that must be spent to carry out work. Appropriate resource allocation can reduce individual pressure on work so that work can be completed on time.

Conclusion

This study provides finding regarding the relationship between SFWE, WFC and ToI on hospital staff. That is, the higher WFC, the intention of hospital staff to leave the organisation will be increase. On the other hand, the FSWE which is expected to provide support between WFC and ToI cannot be realized in accordance with the desired results. These results highlight that when employees feel that the organisation does not provide enough support to employees in balancing work with family, it causes them to become less committed to the organisation and may leave their organisation. WFC is able to mediate the effect of SFWE on ToI. Family support and the role of management in organization as well as supervisor support can reduce WFC which has an impact on hospital staff lower intention to leave.

The limitations in this study are the samples is staff working in private hospitals in without categorizing of the department. Different department categories may cause differences in the results obtained. Besides that, the limited time required by a hospital staff in filling out the questions asked can provide less than optimal answer

results. Moreover, in the future in conducting research WFC on hospital staff it is better to focus on using female employees because the problem of role conflict tends to more discussed the dual roles faced by a woman in hospital staff.

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ŚRODOWISKO PRACY WSPIERAJĄCE RODZINĘ I ZAMIAR ROTACJI

Streszczenie: Zamiar rotacji to zamiar pracownika, aby dobrowolnie odejść z pracy zgodnie z własnym wyborem. Niniejsze badanie ma na celu przetestowanie zachowania teorii zasobów, teorii ról i teorii wymiany społecznej poprzez związek między zmiennymi w modelu badawczym, a mianowicie środowiskiem pracy wspierającym rodzinę, konfliktem praca-rodzina i zamiarem rotacji. W badaniu wykorzystano technikę próbkowania probabilistycznego z proporcjonalnym doborem losowym, liczbę 249 pracowników szpitali pracujących w prywatnych szpitalach, zastosowano techniki analizy regresji wielokrotnej w celu przetestowania hipotezy o efekcie bezpośrednim, podczas gdy testowanie efektu pośredniego wspomagano testem Sobela. Wyniki wykazały, że 3 efekty bezpośrednie i 1 efekt pośredni postawione w hipotezie jako całość zostały zaakceptowane. Badanie sugeruje znaczenie środowiska pracy wspierającego rodzinę w celu zmniejszenia konfliktu praca-rodzina i zamiaru rotacji. Co więcej, konflikt praca-rodzina jest najbardziej dominującą zmienną wpływającą na zamiar rotacji. Niniejszy dokument zawiera wytyczne dotyczące formatowania dla autorów przygotowujących artykuły do publikacji w Polish Journal of Management Studies. Autorzy muszą postępować zgodnie z instrukcjami podanymi w dokumencie, aby artykuły mogły zostać opublikowane.

Słowa kluczowe: Wspierające rodzinę środowisko pracy, konflikt praca-rodzina, zamiar rotacji