



ROLE OF JOB SATISFACTION, WORK-LIFE BALANCE AND JOB EMBEDDEDNESS ON TURNOVER INTENTION NURSE IN DENPASAR

AA Media Martadiani¹, I Made Pulawan², Dewa Ayu Nitiwidari³

^{1,2,3} Department Management Faculty of Economics and Business, Warmadewa University

ABSTRACTION

DOI No: 10.36713/epra11637

Article DOI: <https://doi.org/10.36713/epra11637>

This study aims to analyze the mediating role of job satisfaction on the effect of work life balance and job embeddedness on nurses' turnover intention. The survey was conducted on 75 female nurses at a private hospital in Denpasar City with incidental sampling technique. The results of the study show that directly Job satisfaction and work life balance have a negative effect on nurses' turnover intention and work life balance and job embeddedness have a positive effect on job satisfaction. The low level of job embeddedness has a less than optimal effect on nurses' turnover intention. New findings from this study may explain how mediating job satisfaction is very important for nurse's women at a private hospital in Denpasar, Turnover intention has an impact on the business continuity of private hospitals during the pandemic. Thus, this research can contribute greatly, especially the study of work life balance can make nurses have a good mood at home. Therefore, for hospitals during a pandemic, nurses must feel comfortable and survive in any conditions. The value of a good job embeddedness will have an impact on the value of the sincerity of employees to work well, this is a positive thing that can be applied by every organization. Support for employees from the company through an interpersonal relationship approach to discuss problems in their families and social lives from the impact of the COVID 19 pandemic, is very important, which will strengthen each hospital to continue to run its business in the future.

KEYWORDS: Job Satisfaction, Work Life Balance, Job Embeddedness, Turnover Intention

INTRODUCTION

Hospitals have a very strategic role in improving the health status of the community. The quality of health services in hospitals is influenced by several factors, including the availability of equipment and facilities to support health services. One of the important factors in the provision of health services is human resources (Nur'aini, 2012). Nurses are an important component in health services in hospitals. For 24 hours nurses must be ready to serve the needs of patients. The implication of this 24 hours requires nurses in a ward to work in shifts. Nurses as one of the providers of health services to the community are required to serve patients quickly and accurately and require extraordinary patience.

The development of hospitals in the current era of the industrial revolution 4.0, demands that human resources must have high competitiveness in order to meet the absolute needs of the organization. Good human resource management is one of the success factors of an organization. In managing human resources in the company, it is necessary to create good working conditions and be able to meet the needs of every member of the company. Nowadays, retaining competitive employees and maintaining competitive advantage is one of the main challenges for organizations (Camuffo and Comacchio, 2005). Especially retaining the workforce in health organizations to meet growing demands is a serious challenge in health services (Skinner and Chapman, 2013).

Waspodo et al, (2013) revealed that currently the problem of high turnover intention has become a serious problem for many companies. The negative impact that is felt due to the occurrence of turnover in the company is on the quality and ability to replace employees who leave the company, so it takes time and money. Turnover Intention of nurses tends to be more common in private hospitals. Private hospitals, have rules, guidelines, and commitments that are regulated internally. Nurses are required to work professionally with a high workload. Turnover Intention (TI) for nurses is a future problem not only in Indonesia, but has become a problem in the world. Minimizing the employee's turnover is one of the efforts to manage human resources by considering all the factors that cause the employee's desire to move or leave the company (TI). Job satisfaction is the most attractive factor to be a predictor of intention to leave, the more satisfied employees are the less likely they are to want to quit and the less satisfied employees are, the more likely they are to want to quit (Nogueras, 2006).

The high turnover of female nurses in hospitals is an important phenomenon because it results in losses for hospitals in terms of costs, resources and motivation of nurses. The existence of a phenomenon related to the high intention of nurses to move to a private hospital in Denpasar, it is necessary to research to determine the factors in suppressing the level of *TI*. Turnover intention that will lead to the decision to leave his job is very detrimental to the company, for that every company needs to pay attention to the wishes of nurses, especially the problem of balance between work and personal life. This condition plays a role in minimizing the negative impact on the company (Rana, Yaqub et al., 2021). Work-life balance acts as a balance between the world of work and non-work life (Nurdin & Rohaeni, 2020). Work-life balance is considered as a factor or catalyst that has the potential to ensure sustainable company growth (Jaharuddin & Zainol, 2019).

Work-life balance practices (WLB) play an important role in retaining employees in an organization (Thakur and Bhatnagar, 2017). Research conducted by Laksono and Wardoyo (2019) found that the Work-Life Balance variable had a significant negative effect on the Turnover Intention variable. Chemirmir et al., (2018) stated the benefits of WLB for organizations include reducing absenteeism, increasing productivity, and increasing employee retention. Low WLB can also cause employees to experience lower morale and higher absenteeism and organizations to experience higher staff turnover, lower productivity, and lower quality of work (Seligman, 2011). Therefore, the imbalance between work and personal life leads to higher stress which can lead to increased TI among employees. (Avgar, 2011; Kar & Misra, 2013, Chemirmir et al (2017).

This paper also proposes that job engagement can encourage employees to stay in the company, Job Embeddedness (JE) is a bond for employees to adjust

to work so that there is good interaction between them (Astamarini, 2019). The level of employee turnover intention is detrimental to the company which can create instability and show that the company is not effective, the higher the JE, the lower the TI (Ahsani, Indriastuti, Sunarso, & Mega, 2021). We argue that employee job involvement can attenuate the effect of TI (Mega, 2021). Nguyen's (2015) states that job embedding is negatively related to turnover intention. Ramlal (2003) notes, the reasons employees choose to change jobs are low compensation, lack of challenging work, and lack of opportunities for career advancement. These results coincide with the link, fit, and sacrifice components of job embeddedness described by Mitchell et al. (2001). The Ramlall study, shows that, as the overall embeddedness score increases, the employee's intention to leave the organization decreases.

This study provides several contributions to the literature, building and testing the concepts of turnover intention, job embeddedness, work-life balance, and job satisfaction, which were developed from the findings of previous research gaps that Work-Life Balance has no significant effect on turnover intention (Ahsani et al. , 2021) while the results of research by Ratnawati et al., (2020), (Ahsani et al., 2021), Khan et al., 2018) that job embeddedness is not able to influence turnover intention. Martadiani et al (2022) stated that job embedding had an insignificant negative effect on the turnover intention of nurses in private hospitals in Denpasar. Inconsistent research results from the relationship between work life balance, job embedding on turnover intention indicate that other factors that determine turnover intention need to be investigated.

Job satisfaction is the most attractive factor to be a predictor of intention to leave, the more satisfied employees are the less likely they are to want to quit and the less satisfied employees are, the more likely they are to want to quit (Nogueras, 2006). Supported by research (Indrayanti & Riana, 2016; Widyasari & Dewi, 2017) shows that the higher the job satisfaction of employees, the *TI* getting lower. Research result shows that the higher the employee's job satisfaction, the *TI* getting lower (Indrayanti & Riana, 2016; Widyasari & Dewi, 2017). Researchers look at the phenomenon of hospital HR to be studied in depth in order to improve hospital performance, especially in the city of Denpasar. This study aims to examine the impact of implementing work in the midst of COVID 19 on work-life balance, and job embeddedness on turnover intention through job satisfaction of nurses in hospitals. This study is important considering the competition for competent workers in the industry, especially hospitals, is very tight.

LITERATURE REVIEW

Social Exchange Theory (SET)

Social Exchange Theory (SET) is one of the most influential conceptual paradigms in

understanding the work behavior of employees in an organization. One of the figures who developed the theory of social exchange, among others, was the psychologist Blau (1964). Furthermore, it is said that social exchange is a feeling that causes a shared perception of future goals. In view of this theory, employees will be motivated and committed to the organization if they are treated fairly and equally. Furthermore, Bass (1990) stated that SET was intended to understand the relationship between leaders and subordinates and to understand the factors related to the document (Mowday et.al., 1982). Positive and negative exchanges with individuals and organizations (leaders and organizations) affect employee behavior and feelings of commitment to achieving goals (Brown, 2005).

SET implies that employees are treated well by the organization so that employees have a commitment to reward them with positive behavior through employee performance. The desire to achieve a balance between what is obtained and what is desired can be explained by the social exchange theory of Blau (1964). Where commitment can be considered as a form of employee reciprocity (employee reciprocity) for what they receive from the organization.

Turnover Intention

Desire (intention) is the intention that arises in the individual to do something. While turnover is the cessation of an employee from his place of work voluntarily or moving from one workplace to another. Thus, Turnover Intention is the tendency or intention of employees to stop working from their jobs, Zeffane (1994) in Tika Nur Halimah et al (2016).

Darma (2013) states that Turnover Intention is the degree of attitude tendency possessed by employees to look for a new job elsewhere or a plan to leave the company in the next three months, six months to come, one year to come, and two months later. next year. According to Handoko (2014) a request to quit can occur if an employee sees a bigger career opportunity elsewhere.

Effect of Work Life Balance on Job Satisfaction and Turnover Intention

Delecta (2011) work-life balance is an individual's ability to fulfill work and family commitments, as well as other responsibilities besides work and other activities. This statement is supported by the definition according to Susi and Jawaharrani (2011) which says that life balance is an effort to fulfill satisfaction in three basic areas of life, namely work, family and personal. From this explanation, it can be concluded that every individual must have the ability to balance work, family, and personal life to achieve work-life balance. This is in accordance with the definition of Lockwood (2003) which says that work-life balance is a state of balance between two demands where the work and life of an individual are the same.

Work life balance is a situation in which individuals can equalize or regulate the demands of work and

personal life (Moorhead and Griffin, 2013). Parkes and Langford (2008) define work life balance as an individual who is able to commit to work and family, and is responsible for both non-work activities. In aligning these two things, there is a need for balance, many employees find it difficult to manage both at work and in their own health. This is especially important in the area of human resources where this balance plays an important role in the smooth running and success of employees (Saleem & Abbasi, 2015). Work-life balance is the ability of a nurse to balance the demands of work with personal and family needs, nurses who have a high work-life balance can maintain their own health, pay attention to family development, have time to rest, vacation with family and so on.

Previous literature on work-life balance and turnover intention in the hospitality industry conducted by O'Neill et al (2009) in the United States and Karatepe and Azar (2013) in Turkey showed that work-life balance has a significant negative effect on turnover intention. As for research from various industries and other countries, such as the health care industry in Jordan (Suifan et al, 2016) and Taiwan (Lee et al, 2013), the construction and development services industry (Sang et al, 2009) in the UK, the banking industry (Javed et al. et al, 2014) in Pakistan, in the education industry (Noor, 2011) in Malaysia, then in small and medium enterprises (Bintang and Astiti, 2016) in Bali, showed consistent results that work-life balance had a significantly negative effect on employee turnover intention.

Research conducted by Oosthuizen et al (2016) in the IT industry in South Africa, revealed that work life balance does not have a significant effect on employee turnover intention. This is because the employee satisfaction factor has a greater influence on the employee's decision to leave the company, so it is necessary to further investigate job satisfaction as a mediation. Research from Ganapathi (2016), namely "The Effect of Work-Life Balance on Employee Job Satisfaction (Study at PT. Bio Farma Persero)" results in that time balance affects employee job satisfaction, different results in the research of Risna et al, (2016) there is no effect There is a significant relationship between time balance and job satisfaction of nurses in the BLUD of South Konawe Hospital. Previous research conducted by Machuca et al. (2015) explains that employee work-life balance is positively related to organizational pride and job satisfaction. This is supported by research by Nurendra & Saraswati (2016) which states that work-life balance is a determining aspect that affects employee job satisfaction, the high level of satisfaction of an employee in an organization is also influenced by the high level of work-life balance.

H1. Work-life balance has a negative effect on turnover intention.

H2. Work-life balance has a positive effect on *job satisfaction*.

Effect of Job embeddedness Against Job Satisfaction and Turnover Intention

Embeddedness is the idea that individuals can become defensive around them in certain situations, that employees have a hard time separating from the organization (Ng & Feldman, 2009). Job embeddedness is a totality of employees who are influenced psychologically, socially, and financially from organizations and communities that influence an individual's choice to stay or leave his job (Mitchell & Lee, 2001). Holtom, et al. (2006) mentions that job embeddedness is an extension of a set of influences on individuals to remain in their jobs. Job embeddedness shows that there are many things that connect employees and their families in social, psychological, and financial terms that include work and non-work friends, groups, then at work, and the environment in which employees live. Work engagement will make individuals loyal and keep working at the company. Individuals are always willing to devote their energies to bringing the company to life because of the awareness that the company needs them.

Takawira et al. (2014) explores between job embeddedness and staff turnover intentions in higher education institutions. Employees who have job embeddedness and job involvement are starting to be recognized as important factors in retaining talented and valuable employees to get organizations that have a competitive advantage (Bakker et al., 2008; Plooy & Roodt, 2010; Mitchell et al., 2001). Nguyen's research (2015) states that job embedding is negatively related to turnover intention. Ramlal (2003) notes, the reasons employees choose to take leave are low compensation, lack of challenging work, and lack of opportunities for career advancement. These results coincide with the link, fit, and sacrifice components of job embeddedness described by Mitchell et al. (2001). The Ramlal study, showed that,

The relationship between the job embeddedness variable and job satisfaction can be said to be related if the sense of attachment that employees have will make employees choose to stay in the company. This is supported if employees also have good relationships with co-workers and feel comfortable with their environment. Work engagement and work comfort that is created will increase job satisfaction in employees. The greater satisfaction in this employee will increase his quality of work for the better and the employee will become more useful for the company. There are several studies that support the relationship between job embeddedness variables on job satisfaction, namely research by Polii (2015), Harris et al (2011).

H3. *Job embeddedness* negative effect on turnover intention.

H4. *Job embeddedness* positive effect on job satisfaction.

Influence Job satisfaction towards turnover intention

Everyone who works expects to get satisfaction from his place of work. Basically, job satisfaction is an individual thing because each individual will have a different level of satisfaction according to the values that apply to each individual. The more aspects of the job that match the individual's wishes, the higher the level of perceived satisfaction. Hasib an (2014) states that job satisfaction is an emotional attitude that is pleasant and loves his job. This attitude is reflected by work morale, discipline and work performance. Handoko (2014) states that job satisfaction is a pleasant or unpleasant emotional state in which employees view their work. Job satisfaction reflects a person's feelings towards his job.

Job satisfaction is an individual's assessment of his work where satisfaction or dissatisfaction distinguishes between expectations and reality (Achema & Afoi, 2010). Each individual has a different level of satisfaction according to the value system that applies to him. Someone who has high job satisfaction has a positive attitude towards his job, on the other hand someone who is dissatisfied with his job will have a negative attitude (Robbin, 2012). The research of Seed et al. (2010) in the United States stated that nurses who spent more time directly with patients had higher levels of job satisfaction

Takase et al. (2015) revealed that job satisfaction can predict TOI. Job satisfaction has a negative effect on employee turnover intentions, which means that the opportunity for employees to become people who are needed in the company reduces the desire of employees to leave the organization when they get a better job (Rismawan & Supartha, 2014). The results of research conducted in Indonesia show the same thing in terms of the relationship between job satisfaction and TOI with the results of the research above. It was concluded that job satisfaction has a negative and significant effect on turnover intention, meaning that high employee job satisfaction will reduce the intention to move (Amri, et al., 2017; Putra & Wibawa, 2015; Sutanto & Gunawan, 2013; Waspodo et al., 2013).

Empirical evidence supports the negative effect of job satisfaction on voluntary turnover in both developed and developing countries (Chen et al., 2011; Eddleston, 2009; Trevor, 2001; Villar-Rubio et al., 2015). Job satisfaction has a negative and significant effect on turnover intention. This shows that the higher the employee job satisfaction, the lower the turnover intention. (Indrayanti & Riana, 2016; Widyasari & Manuati, 2017)

H5. *Job satisfaction* negative effect on turnover intention

2.6 Effect of Work-Balance And Job Embeddedness on Turnover Intention through Job Satisfaction

Work-life balance is an individual's ability to meet work and family commitments, as well as other responsibilities in addition to work and other activities. Job embeddedness is a work attachment that exists in employees, which makes employees stay in the company. Job satisfaction is an attitude possessed by an employee to show how much satisfaction and comfort he gets when working. Turnover intention is the desire to move or leave the employee's workplace.

When an employee has a low work-life balance and job embeddedness, it will not necessarily increase the level of turnover intention, when the employee has high job satisfaction, it can make the employee choose to stay at the company.

H6 : It is suspected that work-life balance affects turnover intention with job satisfaction as a mediation

H7 : It is suspected that job embeddedness affects turnover intention with job satisfaction as a mediation

2.7 Conceptual Framework

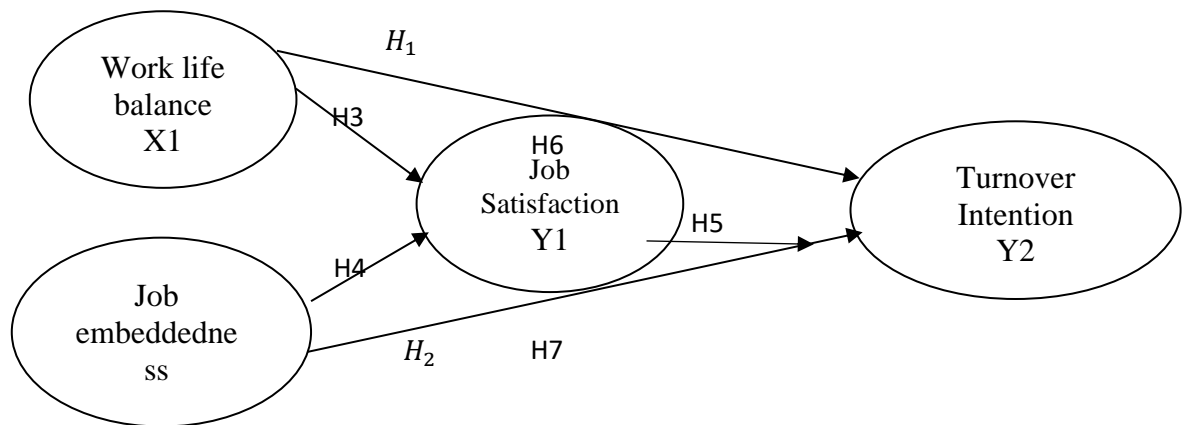


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This study uses quantitative methods. Respondents in this study were hospital nurses spread across the city of Denpasar, Bali-Indonesia. The research sample was 75 respondents. Structural Equation Modeling is used

as a hypothesis testing method and processed using SmartPLS Software Version 3.2.9. There are five variables studied in this study, namely work-life balance, job embeddedness turnover intention, and job satisfaction.

Table 1. Construction and Measurement

No.	Variable	Definition	Indicator
1.	Work Life Balance (Tika Nur Halimah et al, 2016)	Work-life balance is a person's ability to balance the demands of work with personal and family needs.	Work Interference with Personal Life.
			Personal Life Interference with Work.
			Personal Life Enhancement of Work.
			Work Enhancement of Personal Life
2.	Job Embeddedness (Schermerhorn, 2005),	<i>Job embeddedness</i> as an attachment to work that makes individuals loyal and still work for the company	Fit
			Link
			Sacrifice
3.	Job Satisfaction (Hasibuan, 2014),	Job satisfaction is an emotional attitude that is pleasant and loves his job	Salary Satisfaction
			Supervision
			Colleagu Promotion
			The work itself
4.	Turnover Intention (O.Ed and Mary, 2011)	<i>Turnover Intention</i> (intention to leave) is the tendency or intention of employees to stop working from their jobs	Thinking of Quitting
			Intention to search for alternative s
			Intention to search

Analysis using Partial Least Squares (PLS) 3.2.9 software. used by researchers in analyzing hypothetical models. Experts say there are two stages of the procedure in conducting structural equation modeling (SEM). In this study, the external

measurement model consists of five reflective latent variables. In the study of organizational behavior in calculating absolute path coefficients in various research models, PLS, has been accepted as an established tool (Joseph Hair et al., 2014).

RESULTS AND DISCUSSION

Discussion of model analysis when measuring to structural, then the analysis is mediated and presented with a bootstrap model in the process of the results of the hypothesis to be tested. Construction in the measurement of latent variables in reflective studies can assess the reflective measurement model so that it can be implemented in the process of testing its reliability and validity to ensure its suitability for the

PLS-SEM process in this study. First, the external measurement model was evaluated to test the convergent validity of all instruments. Then, the factor loading of the four reflective constructs was analyzed. The following table 1-3 shows the specific items adapted from the original instrument and the approximate measurements of the outer model.

Table 2. Discriminant Validity Test

Construct	Job Satisfaction	Job embeddedness	Turnover Intention	Work Life Balance
X1.1	0.429	0.377	-0.020	0.788
X1.2	0.466	0.432	0.188	0.826
X1.3	0.389	0.378	0.026	0.923
X1.4	0.364	0.372	0.025	0.915
X2.1	0.658	0.937	0.064	0.460
X2.2	0.652	0.925	0.003	0.370
X2.3	0.545	0.819	0.209	0.398
Y1.1	0.719	0.394	0.213	0.382
Y1.2	0.717	0.446	0.099	0.359
Y1.3	0.897	0.646	0.229	0.425
Y1.4	0.868	0.680	0.106	0.386
Y1.5	0.881	0.618	0.267	0.439
Y2.1	0.179	0.171	0.802	0.031
Y2.2	0.211	0.032	0.930	0.084

Table 3. Construct Validity and Reliability

Construct	Cronbach's Alpha	Composite Reliability	AVE
Job Satisfaction	0.876	0.911	0.748
Job embeddedness	0.874	0.923	0.801
Turnover Intention	0.689	0.859	0.673
Work Life Balance	0.886	0.922	0.754

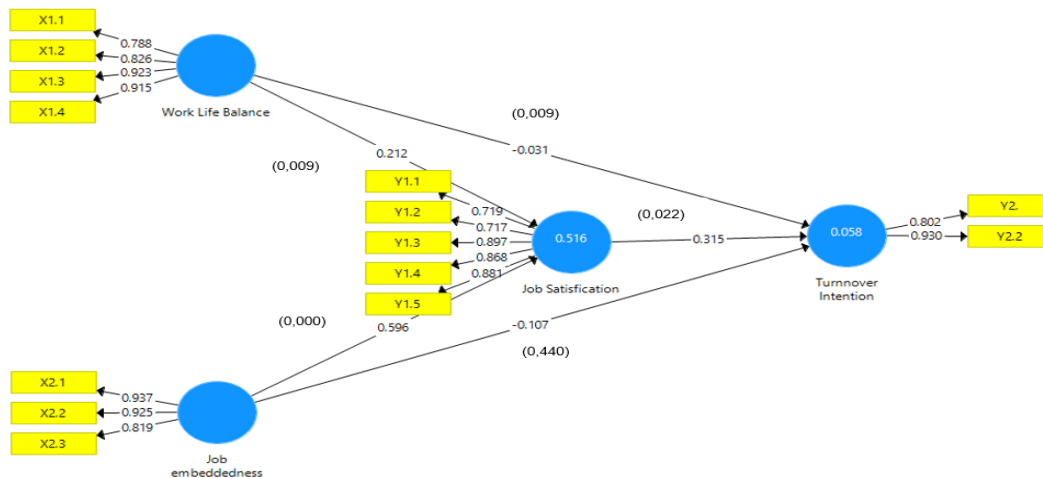


Figure 2. Structural Model

Assessment of the measurement model, the item loading of the three constructs is closer to the recommended average limit value of 0.6, so that it will qualify as a good external measurement model (Joseph Hair., 2014). The structural value assessment model of the loading value item, namely the average extract

variance (AVE) for each construct must be greater than 0.5. Therefore, this AVE value is based on an important perspective from the external model assessment that all construction loads must average 06 to achieve a minimum AVE value of 0.5.

Table 4. Path Analysis and Statistical Testing

Relationship Between Variables	Coefficient	T test	P. Values	Note
WLB -> JS	0.212	2,662	0.009	Significant
JS->IT	-0.31	2,306	0.022	Significant
WLB -> TI	-0.031	1,983	0.048	Significant
JE -> JS	0.596	6.587	0.000	Significant
JS -> TI	-0.31	2,306	0.022	Significant
JE -> TI	-0.107	2,315	0.44	Not significant

The results of the research analysis explain the hypothesis that JE and WLB have a significant positive effect on JS. WLB has a significant negative effect on

TI. However, JE has a negative and insignificant effect on TI.

Table 5. Specific Indirect Effects Test Results

Path Analysis	Coefficient	P Values	Test results	Information
WLB -> JS -> TI	0.066	0.047	Significant	There is mediation effect
JE -> JS ->	0.186	0.034	Significant	There is mediation effect

Perceived Job Embeddedness has been shown to have a negative effect on turnover intention, therefore it is in line with research Nguyen (2015); Kasimati (2011); Liu et al. (2010); Wheeler et al. (2007); Zhang et al. (2017); Findik et al. (2013); Villar-Rubio et al. (2015). Besides that, Job Embeddedness has been shown to have a positive effect on Job Satisfaction. The results of this study confirm that perceived job attachment has a significant effect on job satisfaction and turnover intention. When the work engagement of hospital nurses increases, nurses will increase satisfaction in their work and further reduce their effect on turnover intention. Work engagement is manifested in things such as having facilities and a conducive work environment to help work well, qualifications and competencies that are in accordance with my job, colleagues and other co-workers having professional working relationships at work, always actively participating in events -events held by the company so it has a heavy feeling to leave the company. Because of that, This research will contribute new knowledge that is different from the previous one. Job embeddedness can change at any time, for that company management always maintains job embeddedness so that employees have no intention of moving. Researchers provide input so that there is no turnover intention in hospitals, the Human Resources section must do 1). Hospitals must not make inaccuracies in the placement of prospective employees. 2). Hospitals need to increase the passion and skills possessed by employees before being placed

in a division that is in accordance with their capacity. 3). Hospitals must always provide attractive offers at the salary levels offered in the labor market. 4). Hospitals must allocate correct and fair working hours and rest periods.

The results of the Perception of Work-Life Balance analysis proved to have a negative but not significant effect on the intention to move. Therefore, this research is not in line with previous research previously (Maslichah and Hidayat, 2017; Ganapathi, 2016). But on the other hand, found Work-Life Balance has a positive effect on job satisfaction (Swider et al.; 2011). The results of this study confirm that each individual has a role in life which is a value system held by individuals related to the work and non-work domains based on what is considered important or prioritized by individuals so that in carrying out their functions in the organization there needs to be a balance between work and responsibilities. life. The roles of nurses in the midst of the COVID-19 pandemic. Work-Life Balance needs to be carefully considered and improved, especially in the work implementation process so that there is no turnover intention, namely: 1). Hospitals must be able to help the nurse process to be free from personal and work problems, especially health problems in the midst of a pandemic, 2). Nurses' quality of life needs to be improved, one of which is regarding the position of residence and office, where during the pandemic it is very difficult with limited access. 3). The work done needs to have an impact on comfort. 4). Hospitals must

be able to provide information media and accept constructive criticism and suggestions to be better in carrying out their duties.

The test results show that job satisfaction is able to mediate the relationship of influence *Job Embeddedness and Work Life Balance* against

CONCLUSION

Mediation effect of *job satisfaction* It is very important for nurses who work in hospitals, turnover intention has an impact on hospital business continuity during the COVID-19 pandemic. *Job Embeddedness* can increase job satisfaction positively and significantly. The role of work-life balance has not been able to contribute to reducing IT, this is indicated by a negative and insignificant effect, but on the other hand it is found to have a positive effect on the *job satisfaction*. Other findings are *job satisfaction* has a negative effect on turnover intention. *Job Embeddedness* good attitude has an impact on the value of the employee's sincerity to work well in the hospital. However, leaders must provide support to employees with an interpersonal approach to discuss

IT. When a nurse has a high work-life balance and job embeddedness, it can increase job satisfaction. Furthermore, the satisfaction of nurses in carrying out their duties at the hospital will be able to reduce their intention to move.

the impact of COVID 19 on family and social life. The application of *Job embeddedness* will give birth to a work-life balance so that it will provide a better relationship between nurses and hospitals and even have an impact on nurses' family relationships. Study of *job satisfaction* in the hospital is good, especially in the face of uncertain conditions, so the company needs employees who have *Job Embeddedness and Work Life Balance*. By increasing this, nurses can feel the justice given by the hospital so that they can work well and give good faith to the hospital. The more control nurses feel over their lives, the more they can balance work and family. Nurse involvement becomes a counterweight in the process of higher nurse retention due to reduced intention to leave the hospital. The process of implementing engagement allows nurses to have a high responsibility which in turn can improve their performance.

REFERENCE

- Maslichah, N. Hidayat, K. 2017. *The Effect of Work-Life Balance, Physical Work Environment, Non-Physical Work Environment, and Job Satisfaction. Journal of Business Administration (Jab)*, Vol. 49 No.1 August.
- Ahmad, A. (2018). *The relationship among job characteristics organizational commitment and employee turnover intentions: A reciprocation perspective. Journal of Work-Applied Management*, 74-92.
- AlBattat, AR, Som, APM, & Helalat, AS (2013). *Overcoming Staff Turnover in the Hospitality Industry using Mobley's Model. International Journal of Learning & Development*, 3(6), 64–71.
- Amri, U., Marzuki, A., & Riyanto, S. (2017). *The effect of job satisfaction, job stress, and organizational commitment on turnover intention at the Head Office of PT. Thamrin Brothers Palembang. Competitive Journal*, 6(1):109–128.
- Arokiasamy, & Anantha, RA (2013). *A Qualitative Study on Causes and Effects of Employee Turnover in The Private Sector in Malaysia. Middle-East Journal of Scientific Research*, 16(11):1532–1541.
- Atheya, R., & Arora, R. (2014). *Stress and its brunch on employee's worklife balance (wlb): A conceptual study. IOSR Journal Of Humanities And Social Science (IOSR-JHSS)*. 19(03):57-62.
- Avgar, AC, Givan, R., & Liu, M. (2011). *A Balancing Act: Work-Life Balance and Multiple Stakeholder Outcomes in Hospitals. British Journal of Industrial Relations*, 4(9): 717–741.
- Bakker, AB, Schaufeli, WB, Leiter, MP, Taris, TW (2008). *Work engagement: an emerging concept in occupational health psychology. Work Stress*, 22(3):187–200
- Bass, BM (1990). *From transactional to transformational leadership: Learning to share the vision, Organizational Dynamics*, 1(8):19-31
- Berish, G. 2020. *Fit to Last? Investigating How Person-Job Fit and Person-Organization Fit Affect Turnover Intention in the Retail Context, Organizations and Markets in Emerging. Economics Journal*, 2(22):407–428.
- Star, S., & Astiti, D. (2016). *Work Life Balance and Turnover Intention of Balinise se Female Workers in Sading Traditional Village, Mangupura, Badung. Journal of Psychology Udayana*, 3(3):382-394.
- Blau, PM (1964), *Exchange and Power in Social Life*, Wiley, New York.
- Brown, ME et al. (2005). *Ethical leadership: A social learning perspective for construct development and testing. Organizational Behavior and Human Decision Processes*. 97(2)
- Camuffo, A., & Comacchio, A. (2005). *Linking intellectual capital and competitive advantage: A cross-firm competence model for north-east Italian SMEs in the manufacturing industry. Human Resource Development International*, 8(3), 361-377.
- Chemirmir, MJ, Musebe, R., & Nassuma, BK (2017). *The Role of Work Life Balance on Employee Turnover In The Flower Industry In The North Rift Kenya. International Journal of Research in Social Sciences and Humanities*, 7:50–62.
- Chemirmir, MJ, Musebe, R., & Nassuma, BK (2017). *The Role of Work Life Balance On Employee Turnover In The Flower Industry In The North Rift Kenya. International Journal of Research in Social Sciences and Humanities*, 7:50–62.
- Chen, YC, Wen, CW, and Ying, CC (2011). *Structural investigation of the relationship between working satisfaction and employee turnover. Journal of Human Resources and Adult Learning*, 6(1): 273-280.
- Dawley, D., Houghton, JD & Buckley, NS (2010). *Perceived organizational support and Turnover intention: The mediating effects of personal sacrifice*

- to job fit, *Journal of Social Psychology*, 150 (3): 238-257.
19. Delecta, P. (2011). *Work Life Balance. International Journal of Current Research*, 33(4):186-189.
 20. Dharma. Hatono. 2013. *Job Satisfaction, Organizational Commitment and Turnover Intention. Journal of Economic Partners and Business Management*. 4(1):76-88.
 21. Bali Provincial Health Office. (2019). *Bali Province Health Profile*.
 22. Eddleston, KA(2009).The effects of social comparisons on managerial career satisfaction and turnover intentions,*Career Development International*,14(1):87-110.
 23. Fisher, GG, Bulger, CA, & Smith, CS (2009). *Beyond Work and Family: A Measure of Work/Nonwork Interference and Enhancement. Journal of Occupational Health Psychology*, 14(4), 441–456.
 24. Ganapathi, Devan, IM, Gilang & Alini. (2016). *Effect of Work-Life Balance on Employee Job Satisfaction (Study At Pt. Bio Farma Persero)*. *E-Proceeding Management*. 3: 506–511.
 25. Ganapathi, I Made Devan, 2016,*Effect of Work-Life Balance on Employee Job Satisfaction (study at PT. Bio Farma Persero)*,*Ecodemica*, Vol. IV No.1.
 26. Ghozali, I. Latan, H. (2012). *Partial Least Square: Concepts, Techniques and Applications of SmartPLS 2.0 M3*. Semarang: Diponegoro University Publishing Agency
 27. Hafid, M. (2017). *The Effect of Work-Life Balance on Turnover Intention (Study on Employees of the Food & Beverage Division of Hotel Indonesia Kempinski Jakarta)*. *SMART-Study & Management Research*, 54
 28. Hair, Joseph & Ringle, Christian & Sarstedt, Marko. (2013). *Partial Least Squares Structural Equation Modeling: Rigorous Applications, Better Results and Higher Acceptance*. *Long Range Planning*. 46. 1-12.
 29. Handayani, A. (2013). *Work-Family Balance in Working Women: A Review of Border Theory*. *Psychology Bulletin*, 21:90-101.
 30. Handoko, T. Hani. (2014). *Personnel Management and Human Resources*. Yogyakarta: BPFE
 31. Hasibuan, Malay SP. (2014). *Human Resource Management, Fourteenth Edition*, Jakarta: Bumi Aksara.
 32. Hobson, CJ, Delunas., & Kesic. (2001). *Compelling Evidence of The Need for Corporate Work/Life Balance Initiatives: Results from A National Survey of Stessful Life-Events*. *Journal of Employment Counseling*, 38-44
 33. Holtom, BC, Mitchell, TR, & Lee, TW (2006). *Increasing human and social capital by applying job embeddedness theory*, *Organizational Dynamics*, 35(4):316-331.
 34. Indrayanti, DP and Riana, IG (2016). *The effect of job satisfaction on turnover intention through mediation of organizational commitment at PT. Cionas Adisatwa in Denpasar*. *E-Journal of Unud Management*, 5(5): 2727-2755.
 35. Javed, M., Khan, MA, Yasir, M., Aamir, S., & Ahmed, K. (2014). *Effect of Role Conflict, Work Life Balance and Job Stress on turnover Intention: Evidence from Pakistan*. *Journal of Basic and Applied Scientific Research*, 4(3):125-133.
 36. Kar, S., & Misra, KC (2013). *Nexus Between Work Life Balance Practices And Employee Retention-The Mediating Effect Of A Supportive Culture*. *Asian Social Science*, 9(11):63–69.
 37. Karatepe, OM, & Azar, AK (2013). *The Effects of Work-Family Conflict and Facilitation on Turnover Intentions: The Moderating Role of Core Self-Evaluations*. *International Journal of Hospitality & Tourism Administration*, 14(3):255-281.
 38. Khalid, K., Salim, HM, and Loke, SP (2011). *The impact of reward and motivation on job satisfaction in water utility industry*. *International Conference on Financial Management and Economics*, 1(1):35-41.
 39. Kiazad, K., Holtom, BC, Horn, PW, & Newman, A (2015). *Job embeddedness: A multifoci theoretical extension*. *Journal of Applied Psychology*, 100(3): 641-659.
 40. Kim, YS, and Moreo PJ (2013). *Job satisfaction of united states secondary hospitality teacher: using job satisfaction survey for hospitality teachers JSSHT*. *Journal of Hospitality & Tourism Education*. 19(3):11-22
 41. Kuean, WL, Khin, EWS & Kaur, S. (2010). *Employees' turnover intention to leave: The Malaysian context*. *The South East Asian Journal of Management*. IV (2), October 2010.
 42. Latif, A., and Bashir, U. (2013). *Person organization fit, job satisfaction and turnover intention: An empirical study in the context of Pakistan*,*Faculty of Management Sciences, International Islamic University Islamabad*.
 43. Lee, TW, Mitchell, TR, Sablinski, CJ, Burton, JP, Holtom, B, C. (2004). *The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover*. *Academy of Management Journal*, 47(5):711-722.
 44. Lee, Y.-W., Dai, Y.-T., Park, C.-G., & McCreary, LL (2013). *Predicting Quality of Work Life on Nurses' Intention to Leave*. *Journal of Nursing Scholarship*, 45(2):160-168.
 45. Lenny, RR (2013). *Nurse job satisfaction*, (Online),(http://www.kompasiana.com/lennyrr/kepua_sankerjaperawat_552c77766ea83432348b4579, accessed 21 February 2022).
 46. Lockwood, NR (2003). *Work-life balance: Challenges and solutions*. *Society for Human Resource Management Research Quarterly*, Alexandria, VA.
 47. Louise P Parkes and Peter H Langford. (2008). *Work Life Balance Or Work Life Alignment*. *Journal of Management and Organization*. 14:267- 284
 48. Machuca, MM, Mirabent JB and Alegre I., 2015. *Work Lief Balance and Its Relationship with Organizational Pride and Job Satisfaction*. *Journal of Managerial Psychology*, 31(2): 586-602.
 49. Mas Machuca, M., Berbegal-Mirabent, J. & Alegre, I. (2016). *Work-life balance and its relationship with organizational pride and job satisfaction*. *Journal of Managerial Psychology*. 31(1):586–602.
 50. Mitchell, TR, Holtom, B, C., Lee, TW, Sablinski, CJ, & Erez, M. (2001). *Why people stay: Using job embeddedness to predict voluntary turnover*. *Academy of Management Journal*, 44(6):1102-1121.
 51. Moorhead, G., & Griffin, R. (2013). *Organizational Behavior: Managing People and Organizations (9th ed.)*. Mason: South-Western Cengage Learning.
 52. Moorhead, G., & Griffin, RW (2013). *Organizational behavior*. Salemba Empat, Jakarta.

53. Nguyen, WQ (2015). *Job characteristic, job embeddedness, and turnover intention: The case of Vietnam. Journal of International & Interdisciplinary Business Research*. 2(8):98-100.
54. Noguerras, DJ (2006). *Occupational commitment, education, and experience as a predictor of intention to leave the nursing profession, Nursing Economics*, 24(2):86-93.
55. Nur'aini, S. (2012). *Work Stress on Nurses. Journal of Psychology*. 5(2):150-161.
56. NUrendra, AM & Saraswati, MP (2019). *Role model Work life balance, job stress and job satisfaction on employees. Journal. Chemicals. Information. Modeling*. 5(3):1689–1699.
57. O'Neill, JW, Harrison, MM, Cleveland, J., Almeida, D., Stawski, R., & Crouter, AC (2009). *Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders. Journal of Vocational Behavior*, 74(1):18-29.
58. Oosthuizen, RM, Coetzee, M., & Munro, Z. (2016). *Work-life balance, job satisfaction and turnover intention amongst information technology employees. Southern African Business Review*, 20(1):446-467.
59. Pathak, P. Dubey, Deepak Singh, (2019), *Work Life Balance & Job Satisfaction: A Literature Review, International Journal of Computer Sciences and Engineering Vol.7(3)*.
60. Plooy, JD, & Roodt, G. (2010). *Work engagement, burnout and related constructs as predictors of turnover intentions. SA Journal of Industrial Psychology*. 36(1):1-13.
61. Poulouse, S., & N, Sudarsan. (2014). *Work Life Balance: A Conceptual Review. International Journal of Advances Management and Economics*. 3(2):5-9.
62. Pradana, A., & Salehudin, I. (2015). *Work overload and turnover intention of junior auditors in Greater Jakarta, Indonesia. The South East Asian Journal of Management*, 9(2):108-124.
63. Putra, IGAGEM, and Wibawa, IMA (2015). *The effect of job satisfaction on turnover intention with organizational commitment as an intervening variable at PT. Autobagus Rent Car Bali. Unud Management E-Journal*, 4(4):1100-1118.
64. Reitz, O. Ed., Anderson, Mary A., 2011. *An Overview of Job Embeddedness. Journal of Professional Nursing*, 27(5):320–327
65. Reitz, OD, Anderson, MA (2010). *Job embeddedness and nurse retention. Nursing Administration Quarterly*, 34(3):190.-200
66. Rismawan, PAE, Supartha, WG, and Yasa, NNK (2014). *The mediating role of organizational commitment on the effect of job stress and job satisfaction on employee turnover intentions. E-Journal of Economics and Business Udayana University* 3(8): 424-441
67. Risna, Sakka, A. and Yunawati, II. 2017, *The Effect of Work-Life Balance on Nurse Job Satisfaction on Nurse Workforce at the Regional Public Service Agency (Blud) of South Konawe Hospital, Scientific Journal of Public Health Students*, 2(5).
68. The, KJC, Ison, SG, & Dainty, ARJ (2009). *The job satisfaction of UK architects and relationships with work-life balance and turnover intentions. Engineering, Construction, and Architectural Management*, 16(3):288-300.
69. Schermerhorn, JR, Hunt, JG, Osborn, RN, & Uhl-Bien, M. (2010). *Organizational Behavior. John Wiley & Sons, Inc.*
70. Seed, MS, Torkelson, DJ, & Alnatour, R. (2010). *The role of the inpatient psychiatric nurse and its effect on job satisfaction. Issues in Mental Health Nursing*, 31(3):160-170
71. Seligman, MEP (2011). *Flourish: A visionary new understanding of happiness and well-being. New York: Simon & Schuster.*
72. Setiyanto, AI, and Hidayati, SN (2017). *The effect of job satisfaction and organizational commitment on turnover intention. Journal of Accounting, Economics and Business Management*, 5(1):105-110.
73. Son, DM & Jung, Y.-I. (2019). *The Effect of Work-Life Balance on Job Satisfaction and Turnover Intention of Hospital Nurses: Compared to Female Wage Workers. Korea. National. University. Journal*. 2(7):268–276.
74. Suifan, TS, Abdallah, AB, & Diab, H. (2016). *The Influence of Work Life Balance on Turnover Intention in Private Hospitals: The Mediating Role of Work Life Conflict. European Journal of Business and Management*, 8(20):126-139.
75. Susi, S., & Jawaharrani, K. (2011). *Work-Life Balance : The Key Driver Of Employee Engagement. Asian Journal of Management Research*, 2(1).
76. Swider, Brian W., Wendy R. Boswell, Ryan D. Zimmerman. 2011. *Examining the Job Search – Turnover Relationship: the Role of Embeddedness, Job Satisfaction and Available Alternatives. Journal of Applied Psychology*, 96(2). p:2.
77. Takase, M., Maude, P., & Manias, E. (2006). *Role discrepancy: is it a common problem among nurses? Journal of Advanced Nursing*, 54(6): 751-759
78. Takawira, N., Coetzee, M., and Schreuder, D. (2014). *Job embeddedness, work engagement and turnover intention of staff in a higher education institution: an exploratory study. SA Journal of Human Resources Management*, 12(1):1-10.
79. Thakur, SJ and Bhatnagar, J. (2017) 'Mediator analysis of job embeddedness: relationship between work-life balance practices and turnover intentions', *Employee Relations*, Vol. 39, No. 5, pp.718–731.
80. Tika Nur Halimah, d. (2016, March). *The Influence of Job Insecurity, Job Satisfaction and Work Environment on Turnover Intention of Salespeople at Gelael Supermarkets (Case Study on Gelael Superindo, Semarang City). Journal of Management*, 2
81. Trevor, CO (2001). *Interactions among actual ease-of-movement determinants and job satisfaction in the prediction of voluntary turnover. Academy of Management Journal*, 44(4): 621–638.
82. Villar-Rubio, E., Delgado-Alaminos, J., & Barrilao-Gonzalez, P. (2015). *Job satisfaction among spanish tax administration employees: a logistic regression analysis. Journal of Labor Research*, 36(2): 210-223.
83. Waspodo, AAWS, Handayani, NC, and Paramita, W. (2013). *The effect of job satisfaction and job stress on turnover intention of employees of PT. Unitex in Bogor. Indonesian Journal of Science Management Research*, 4(1): 97-115.
84. Waspodo, Agung AWS, Nurul Chotimah Handayani, and Widya Paramita. 2013. *The Effect of Job Satisfaction and Job Stress on Turnover Intention of Employees of PT. Unitex in Bogor. Indonesian*

Journal of Science Management Research (JRMSI),
4(1):97-115.

85. Yuda, IBDP, and Ardana, IK (2017). *The effect of job satisfaction and job stress on turnover intention of Holiday Inn Express Hotel employees. E-Journal of Management, 6(10):5319-5347.*