

The Influence Of Work-Family Conflict, Interpersonal Conflict And Job Satisfaction Variables On The Turnover Intention Of Hospital Staffs In Purwokerto

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ABSTRACT

Purpose of the study: This study attempts to analyzed the relationship between work-family conflict, interpersonal conflict and job satisfaction as mediating variables towards the turnover intention.

Methodology: Quantitative data were collected using direct and indirect sampling methods from all hospital staffs in Purwokerto. Structural Equation Modelling (SEM) and Sobel test of mediation were used for data analysis.

Main Findings: Results of this study show that work-family conflict and interpersonal conflict variables have positive effect on the turnover intention, however, negatively affecting on job satisfaction. Job satisfaction does not mediate work-family conflict variables towards the turnover intention, mediate interpersonal conflict on the turnover intention, and negatively affect the turnover intention of hospital staffs in Purwokerto.

Applications of this study: Hospital management should increase the job satisfaction of its staff in order to reduce the resignation intention.

Novelty/Originality of this study: Job satisfaction could be improved by giving guidance to employee in solving problem related to the work-family conflicts and interpersonal Conflict.

Keywords: *Work-family conflict, Interpersonal Conflict, Job satisfaction and The Turnover Intention*

1. INTRODUCTION

Hospital institutions are always under pressure to be able to improve medical services reduce medical errors, provide timely access to information, and at the same time must be able to monitor service activities and control operational costs (Harsono, 2015). Nonetheless, high demand for good interaction services has made the process of managing hospitals a difficult task. Meanwhile, the hospital as an example of an organization that has complex challenges in managing human resources, certainly has variations in the emphasis on action, the emphasis on something, and the emphasis on control activities (Robbins, 2018).

According (Sharma, Dhar, & Tyagi, 2016) hospital management must try to evaluate the stressors, provide appropriate support and training, and develop a quality work environment so the emotional intelligence of an individual can be directed toward improving their service quality and not increasing their stress perception. The present meta-analysis demonstrates that work–family conflict affects well-being and behavior not only in general, but also with respect to family and working life (Amstad, Meier, Fasel, Elfering, & Semmer, 2011).

Human capital theory perceives that the workforce's accumulated, firm-specific human capital determines performance (Strober, 1990). A crucial factor such as employee retention is useful to keep high-potential employees to stay within the organization. Activities such as employee development and retention programs are mandatory to keep them from moving to another place (Kyndt, Dochy, Michielsen, & Moeyaert, 2009). If the quality of an organization's program is poor, it will result in high employee turnover, a decrease in service quality and performance, which in turn can reduce profitability.

Human resources related to the hospital or health care organization is commonly consists of clinical staffs such as doctors, nurses, pharmacist and also non-clinical staffs including administrative and finance people. It causes complexity so as it needs an effective management system in order to maintain a good services and performances.

Moreover, the performance is also determined by the employee's state of mind and their behavior. The work environment affects employees' job attitudes and job behavior as an integrated whole, not through its different components independently (Srivastava, 2008). The phenomenon shows that good company or organizational performance is often destroyed by the behavior of its own employees. This can sometimes be influenced by factors of attitudes, characteristics, and behavior of coworkers (Felps et al., 2009). One of the behaviors is turnover intention (Tett & Meyer, 1993). In an organization, turnover intentions should be considered as an important phenomenon, because this behavior would have an impact towards the organization and also the related individuals. (Sidharta & Meily Margaretha, 2011), the positive impact of turnover is renewal in the organization, reduction, or prevention of other turnovers, reduced conflict or increased individual confidence. As for the consequences. The negative turnover presented is seen in terms of cost, achievement, social communication patterns, declining morale, rigid control strategies, and opportunity cost strategies. According to (Zhang, Ling, Zhang, & Xie, 2015), to minimize turnover intention, a company or organization must improve the recruitment process and selection procedures.

Furthermore, heavy work demands and work pressure can be a trigger for conflict, for example family problems cause complex problems that can affect the work environment. According to (Lathifah, 2008), the correlation between work-family conflict and turnover

intention shows an indirect relationship. In other words, there is a potential indication which indicates work-conflict which intervenes family-life, would first reduce job satisfaction level first, prior to an employee decides to resign.

According to (Novliadi, 2007) the factor of interpersonal conflict could also decrease level of job satisfaction, which then leads to turnover intention. When an employee is experiencing work dissatisfaction or feels uncomfortable, the effect is that an employee may no longer care about the organization where he works and accordingly decide to resign his job. Individual job satisfaction and job performance are positively correlated (Petty, McGee, & Cavender, 1984). So that each person and employee has different levels and items according to the values in it. The more aspects that suit them, the higher the level of job satisfaction. In fact, positive emotions often drive creativity, improve problem solving and the decision making process. Positive emotions may also improve perseverance at work which consequently attract more support from co-workers (Hayward, Forster, Sarasvathy, & Fredrickson, 2010).

Job satisfaction itself refers to an individual's general attitude toward his or her job (Wright & Cropanzano, 2000). An employee with a high level of job satisfaction would show positive attitude. In contrast, job dissatisfaction may resulted in employee showing their negative attitude at workplace, such as the intention of resignation.

With a good management system, including infrastructure and other facilities, most hospitals in the city of Purwokerto look able to provide good services. This is driven by high staff performance and one of them is due to increased job satisfaction. Even so, there are still poor working conditions and problems regarding job satisfaction which are the main reasons for employee turnover.

According to (Sun, Luo, & Fang, 2013), the cause of employee turnover are mostly due to the dissatisfaction with wage level, poor training and human development, promotion opportunities and socio-demographic factors in the area. Meanwhile according to (Atif, Kashif ur Rehman, Ijaz Ur Rehman, Muhammad, & Asad, 2011; Rita Andini, 2006), dimension of job satisfaction has a negative effect overall turnover. There is a negative influence on job satisfaction which consists of creativity and independence, working conditions, responsibilities, opportunities to progress, individual satisfaction, creativity and achievement accordingly with the desire of employees will result in low desire of employees to leave the organization where he works now as well as the possibility individuals will find work in other organizations. The ability to manage emotions, will be one factor to develop the existing potential to be able to work more effectively. Employees are said to be competent if they have high quality potential and are used well (Farhah, 2012).

Based on the arguments (Atif et al., 2011; Rita Andini, 2006; Sun et al., 2013), research questions in this study are:

1. Does Work-Family Conflict affect Turnover Intentions in Hospital staffs of Purwokerto?
2. Does Interpersonal Conflict affect Turnover Intention in Hospital staffs of Purwokerto?
3. Does Job Satisfaction related to the Turnover Intention in Hospital staffs of Purwokerto?
4. Does Work-Family Conflict related to the Job Satisfaction in Hospital staffs of Purwokerto?
5. Does Interpersonal Conflict related to the Job Satisfaction in Hospital staffs of Purwokerto?
6. Does the Job Satisfaction mediate the relationship between Work-Family Conflict and the Turnover Intention?
7. Does Job Satisfaction mediate Interpersonal Conflict on the Turnover Intention?

Hypotheses in this study are:

- H1: Work-Family Conflict has a positive effect on the Turnover Intention in Hospital staffs of Purwokerto.
- H2: Interpersonal Conflict has a positive effect on the Turnover Intention in Hospital staffs of Purwokerto.
- H3: Job Satisfaction has negative effect on the Turnover Intention in Hospital staffs of Purwokerto.
- H4: Work-Family Conflict has negative effects on the Job Satisfaction in hospital staffs of Purwokerto.
- H5: Interpersonal Conflict has negative effects on the Job Satisfaction in hospital staffs of Purwokerto.
- H6: Job Satisfaction mediates the relationship between the Work-Family Conflicts on the Turnover Intention in hospital staffs of Purwokerto.
- H7: Job Satisfaction mediates the relationship between Interpersonal conflicts with the Turnover Intention in hospital staffs of Purwokerto

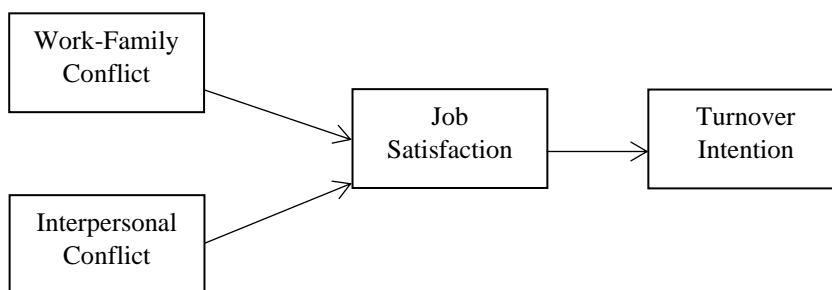


Figure 1: Conceptual Model

2. METHODOLOGY

The research targets were hospital employees in the city of Purwokerto consisting of doctors, nurses, administrative and other medical personnel. Hair et al (1995, p.637) on (Ferdinand, 2005) suggest a suitable sample size for SEM analysis tools is between 100-200 respondents with the intention that it can be used in estimating interpretations with SEM. For this study, the number of samples taken was 180 people. Under these provisions, the sampling method used is simple random sampling, which took some part of the population sampled randomly for the study, namely all the hospital employees in the city of Purwokerto.

Analysis of interpretation data that aims to answer the researcher's questions in order to

uncover certain social phenomena. Data analysis is the process of simplifying data into forms that are easier to read and interpret. The method chosen for analyzing data must be with the research pattern and variables to be examined. Structural Equation Modeling (SEM from the AMOS program package is used in the model and hypothesis testing. Mediation testing with the Sobel test (Ghozali, 2005).

3. RESULTS

Descriptive Statistics

Descriptive statistics are used as the initial analysis of respondents' responses from the questionnaire.

Table 1: Descriptive Statistics

Variable	N	Min	Max	Mean	Std Deviation
Work Family Conflict	180	1	5	3,01	1,02
Interpersonal Conflict	180	1	5	3,48	1,00
Job satisfaction	180	1	5	3,24	0,97
Turnover Intention	180	1	5	3,20	1,00

The Analysis of correlation between this variables is conducted to find out how pair of variables are related

Table 2: Correlation Variables

No.	Variable	<--->	Variable	r Value	Signif
1	Work-Family Conflict	<--->	Interpersonal Conflict	0,698	0,000
2	Work-Family Conflict	<--->	Job Satisfaction	-0,587	0,000
3	Interpersonal Conflict	<--->	Job Satisfaction	-0,55	0,000
4	Job Satisfaction	<--->	Turnover Intention	0,815	0,000
5	Work-Family Conflict	<--->	Turnover Intention	-0,610	0,000
6	Turnover Intention	<--->	Turnover Intention	0,754	0,000

Result in this study shows that the value of correlation coefficient of Work-Family Conflict With Interpersonal Conflict variables was 0,698. This means that there is positive correlation between this variable pairs in other word when the value of Work-Family Conflict increases, so does the value of Interpersonal Conflict.

The correlation coefficient between work family-conflict with job satisfaction variables is -0,587, which indicates there is a negative relationship between these pair of variables. This negative correlation means that an increase of work- family conflict would be associated with the decrease of job satisfaction value.

The correlation coefficient between interpersonal conflicts with job satisfaction is -0.550 which means there is a negative correlation between interpersonal conflicts with the job satisfaction. The relationship indicates the higher interpersonal conflict, the lower job satisfaction

variableis.

The correlation coefficient between work-family conflicts with the turnover intention is 0,815. It means that there is a positive correlation coefficient between work-family conflicts with the turnover intention.

Correlation coefficient between job satisfaction and the turnover intention is -0,610, or negative correlation value. It means that the higher number of job satisfaction accompanied by the decrease number of the turnover intention.

The correlation between interpersonal conflict and the turnover intention is 0,754 which indicates there is a positive correlation between interpersonal conflicts with the turnover intention.

Data Analysis

1. Structural Equation Modelling (SEM)

Structural Equation Modelling result as seen on table 3.

Table 3: Result from Structural Equation Modelling

Endogenous Variable	Exogenous Variable	Estimate	C.R.	P
Job Satisfaction	<i>Work-family conflict</i>	-0,396	-4.121	0.000
Job Satisfaction	<i>Interpersonal conflict</i>	-0,273	-2.839	0.005
Turnover Intention	<i>Work-family conflict</i>	0,512	6.348	0.000
Turnover Intention	<i>Interpersonal conflict</i>	0,324	4.269	0.000
Turnover Intention	Job Satisfaction	-0,131	-2,059	0.040

Source: Primary data

Based on the data, the first substructure calculation as follows:

$$\text{Job Satisfaction} = - 0,396 \text{ Work-family conflict} - 0,273 \text{ Interpersonal Conflict} + Z1$$

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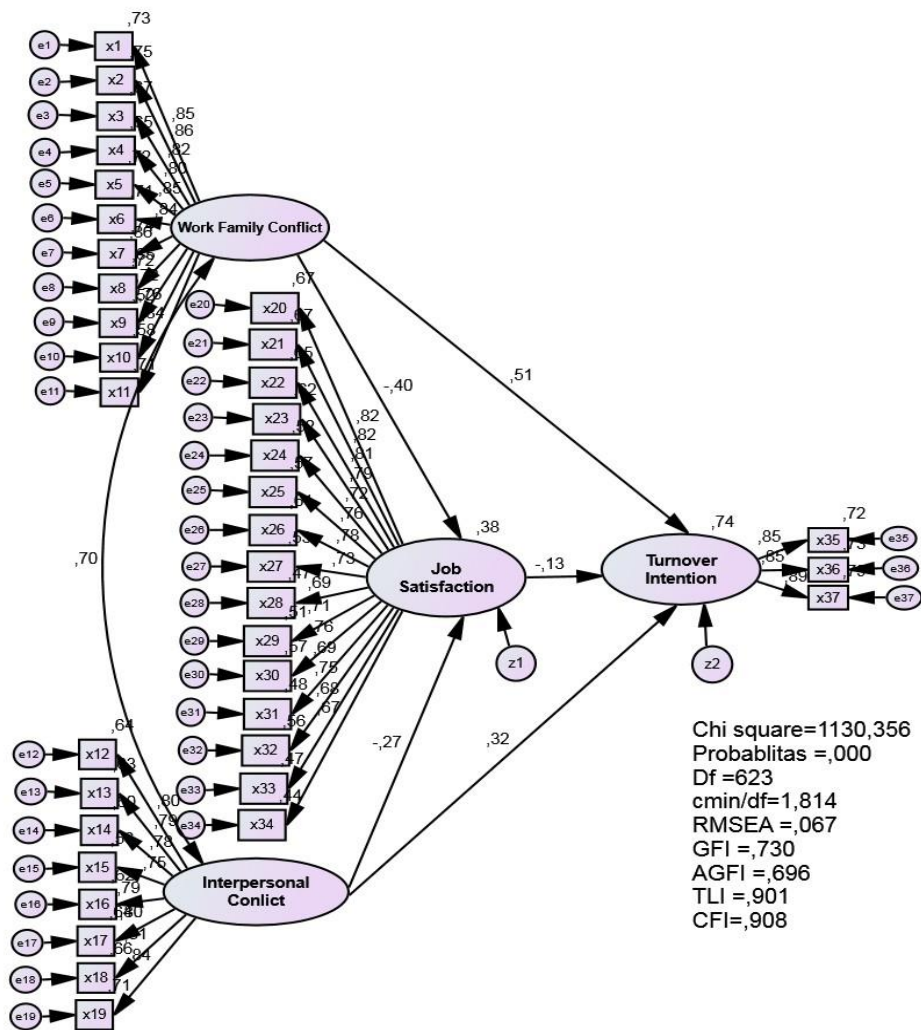


Figure 2: Result from Structural Equation Modelling

Based on table 1, second substructure is calculated as follows:

$$\text{Turnover intention} = 0,512 \text{ work-family conflict} + 0,324 \text{ interpersonal conflicts} - 0,131 \text{ Job satisfaction} + Z_2$$

2. Hypothesis testing

Hypothesis testing towards the result analysis, as listed on Table 2

Table 2: The Result from Structural Equation Modelling

Endogenous Variable	Exogenous Variable	P	Information
Job Satisfaction	<i>Work-family conflict</i>	0.000	H0 Rejected
Job Satisfaction	<i>Interpersonal conflict</i>	0.005	H0 Rejected
Turnover Intention	<i>Work-family conflict</i>	0.000	H0 Rejected
Turnover Intention	<i>Interpersonal conflict</i>	0.000	H0 Rejected
Turnover Intention	Job Satisfaction	0.040	H0 Rejected

Source: Primary Data.

a. The Influence of work-family conflict on turnover intention.

Based on the SEM table, the path coefficient of work-family conflict on the turnover intention value is 0,512. It means that there is positive influence of work-family conflict variable on the turnover intention. Or it stated higher the intensity of work-family conflict as also the higher turnover intention value is. The positive relationship between these variables is significant, as the CR value is 6,348. The test of significance value is 0,000 or less than 0.05, or it falls into the rejection region of H₀. It stated that there is a positive influence of work-family conflict on the turnover intention. It concluded that the first hypothesis which stated that work family conflict has a positive influence on the turnover intention in Hospital staffs of Purwokerto is accepted.

b. The Influence of Interpersonal Conflict on The Turnover Intention.

The value of path coefficients variable of interpersonal conflicts on the turnover intention is 0,324. It shows that interpersonal conflicts variable has a positive influence on the turnover intention, or the higher interpersonal conflict intensity causes the rise of turnover intention level. Based on the test of significance, the C.R value is 4,269 with the value of significance of 0,000 or less than 0.05, or it falls into the rejection region H₀. It means that the influence of interpersonal conflict on the turnover intentions significant. It concluded that the second hypothesis which stated that there is a positive influence of the interpersonal Conflict on the turnover intention in hospital staffs of Purwokerto is accepted.

c. The Influence of Work Satisfaction on turnover intention.

The value of path coefficient of job satisfaction on the turnover intention is -0,131. It shows that job satisfaction variable has a negative influence on the turnover intention, or the higher job satisfaction, the lower turnover intention. Based on the significance test, the score of CR value is -2,059, with the value of significance 0,000 or less than 0.05, or it falls into the rejection region H₀. It means that there is a significant influence of job satisfaction on the turnover intention. It concluded that the third hypothesis which stated that job satisfaction has a negative influence on job satisfaction in Hospital staffs of Purwokerto is accepted.

d. The Influence of work-family conflict on Work Satisfaction.

Based on the table 2, it is known that path coefficient variable of work-family conflict on the job satisfaction is -0,396. It means that there is a negative influence value of work-family conflict variable on the job satisfaction. The higher the intensity of family conflict, the job satisfaction would be lower. The influence is significant as shown by CR value = -4,121, with the value from significance test 0,000, or it less than 0,05, it falls under the rejection region of H₀, or there is a significance influence of work-family conflict on job satisfaction. It stated the fourth hypothesis which stated that work family conflict has a negative influence on the job satisfaction variable in hospital staffs of Purwokerto is accepted.

e. The Influence of interpersonal conflict on Work Satisfaction.

Based on the table 2, it is known that path coefficients value of interpersonal conflict variable

on the job satisfaction is $-0,273$. It means that there is a negative influence of this two variables, or the higher intensity of interpersonal conflict variable the lower job satisfaction variable is. The influence is significant as the value of $CR = -2,839$. With the value from the test of significant is less than significance value is $0,000$ or it less than $0,05$, or it falls under the rejection region H_0 . In other words there is a significance influence of interpersonal conflict variable on the job satisfaction. The fifth hypothesis which stated that interpersonal conflict has a negative influence on the job satisfaction in hospital staffs of Purwokerto is accepted.

- f. Job Satisfaction as the mediating variable between work-family conflicts with the turnover intention.

The role of Job satisfaction variable as a mediator on the relationship between work-family conflicts with the turnover intention is analyzed on Sobel test. Based on the result, the t value is 1.8229 . The t value is lower than t table of 1.9720 , or it falls under the acceptance region of H_0 . IT means that H_0 is accepted or job satisfaction variable could not be a mediator variable between work- family conflict on the turnover intention. In other words, it is concluded that the sixth hypothesis which stated that job satisfaction could mediates the relationship between work family conflict and the turnover intention in Hospital staffs of Purwokerto is rejected.

- g. The work satisfaction as the mediating variables between the interpersonal conflicts with The Turnover Intention.

Analysis to assess the role of job satisfaction as the mediator variable of the relationship between interpersonal conflict with the turnover intention conducted by path analysis and Sobel t test. The role of job satisfaction in mediating the relationship between interpersonal conflicts with the turnover intention is conducted by Sobel test. Based on the Sobel test, t value is 1.6060 , or it is lower than t table of $1,9720$, t value falls under the acceptance region of H_0 , or H_0 is accepted. It means that job satisfaction could not be a mediator variable between interpersonal conflict and the turnover intention. The seventh hypothesis which stated that job satisfaction mediates the interpersonal conflict on the turnover intention is rejected.

4. DISCUSSION

- a. The Influence of The Work-Family conflict on The Turnover Intention

Work-Family Conflict occurs due to the mismatch between roles and indeed differences between these roles' pressure (Howard, Donofrio, & Boles, 2004). It could be identified that there is a positive influence between the work-family conflict on the turnover intentions. It could be said that the higher intensity of work-family conflict would influences the level of turnover intention. The Work-family conflict includes the pressure of work which damaging family-life and social relationship. Many cases occurred where work pressure makes employee are unable to maintain an intimate relationship with their spouse or partner or even friends. Due to the work pressure, routine activities such as household activities could not be done.

Other than that, many important activities are often missed. Employee with high level of work pressure are often feel conflict between work and family commitment and responsibility, as also with their spouse, partner and friends. These issues as represented in work-family conflict variable in this study could increase the intensity of resignation. This result supports the study of (Ernst Kossek & Ozeki, 1998; Haar, 2004; Netemeyer & Boles, 1996) which stated that the work-family conflict has a direct influence in the Turnover Intentions. But family-conflict is a significant factor which effects for resigning.

b. Influence of Interpersonal Conflict on The Turnover Intention

Result shows that interpersonal conflict has a positive influence on the turnover intention. It means the higher interpersonal conflict intensity, the higher turnover intention could be. Turnover intentions also increase if interpersonal conflicts occur. This interpersonal conflict includes friction at the workplace, personal issues that affect the work, tension that turns into interpersonal conflict. Emotional conflict is often occurred in workplace, along with many ideas and opinion differences. It has potential to make resignation intention of the employee.

Results of this study supports previous study conducted by (Ul Haq, 2011) which states that there is a negative relationship between interpersonal conflict and the turnover intention. This is due to effects of the conflict which varies, including anxiety, tension, frustration, or even hostility which increase the turnover intention (Robbins, 2018).

c. The influence of Works Satisfaction on The Turnover intention

This study results that job satisfaction has a negative influence on the turnover intention. It shows that the higher job satisfaction, the lower the turnover intention occurs. This job satisfaction indicator includes the freedom to select the work methods, opportunity to enabling to be developed the potentiality, giving more responsibility, an opportunity to perform skill and ability, opportunity to promotion, freedom to give opinion and advice, job variation, physical environment, supports from co-worker, good relationship between employee and senior management, organizational management, time management and safety aspects on the workplace. If this indicators are fulfilled, it is unlikely that employee would leave the organization. This study also supports conclusion from (Shore and Martin (1989) on (Khhimah, 2005)), that states that job satisfaction is a lower variable compare to organizational commitment on influencing intention of resignation. As also concluded by (Chien, Chi-Sheng, & Hsiao, 2005), which stated that there is a huge negative relationship between job satisfaction and the turnover intention.

d. The influence of work-family conflict on The Work Satisfaction Results on this study shows that work-family conflicts has a negative influence on job satisfaction. Job satisfaction are generally generated from the result test with work-family conflicts which are become variable that often caused dissatisfaction at the workplace.

e. The influence of interpersonal conflict on Job satisfaction

Results on this study shows that interpersonal conflicts has a negative influence on job satisfaction. The higher intensity of interpersonal conflict, the lower job satisfaction is. Supports the previous study conducted by (Bradford, KD., 2001). That interpersonal conflict

has a significant impact on employee performance. This study provides new results regarding previously unexplored domains of interpersonal conflict and Job satisfaction. Interpersonal conflict is dangerous for employee organizations, so the top hierarchy is trying to get rid of relationship conflicts rather than lowering its resolution. Management in the organization forms complaints and interactive cells consisting of senior, middle and lower level management. It is especially important to provide smooth functioning in hospitals due to their role in providing services and fostering consumer expectations and trust. Researchers (Afzal, Khan, & Ali, 2009; De Dreu & Weingart, 2003; Medina, Munduate, Dorado, Martínez, & Guerra, 2005) also found that those who stated that interpersonal conflict had a negative relationship with job satisfaction.

f. The Analysis of Mediator Variable

(Little, Card, Bovaird, Preacher, & Crandall, 2007) explain that in explaining mediation variables, there are 4 types of mediations that can occur, including: full mediation, partial mediation, inconsistent mediation and no mediation. Based on the type of mediation, the job satisfaction variable in mediating the relationship between work family conflict against turnover intention is a type of no mediation, it can be concluded that work family conflict does not have an indirect effect on turnover intention or in other words the job satisfaction variable fails to function as intervening variables that mediate the effect of work family conflict on turnover intention. Likewise, job satisfaction variables that mediate the relationship between interpersonal conflict and turnover intention are a type of no mediation. So it can be concluded that interpersonal conflict has no indirect effect on turnover intention or in other words the job satisfaction variable fails to function as an intervening variable that mediates the effect of interpersonal conflict on turnover intention

From the analysis data it is stated that:

1) Job satisfaction does not mediate work-family conflict with the turnover intention.

Work-family conflicts that occur in a person due to a dual role in the workplace and in family life. This condition occurs if attention and time allocation is too dominant against one of them. Work-family conflict often results from two-way responsibilities, where work-pressure and demand, interfere the demands from family side. It makes the employee feels depressed, health deterioration, work-related conflicts emergence and finally resignation or turnover intention. Work family conflict also occurs because an imbalance conflicts between families and organization. Long working hours, high pressure at workplace, the use of sophisticated technology that makes it more difficult to maintain balance between work and commitments outside their workplace. This poses the challenge for Hospital in Purwokerto which is the resignation intention. It is in-line with study conducted by (Raza-ullah, K., 2014) which stated that there is a positive significant relationship between family conflict and the turnover intention. Other study conducted by (Erkmen, T., Esen, 2014) argued that work family conflict had an influence on the turnover intention with family- responsibility as a main predictor on the turnover intention. The absence of mediator variable on the influence of job satisfaction on the turnover intention shows that job dissatisfaction become a main cause of employee resignation. Turnover intention is also influenced by low job satisfaction at the workplace. This condition shows that the high level of work family conflict with low level of job satisfaction would increases the turnover intention.

- 2) Job satisfaction does not mediate the relationship between interpersonal conflicts with the turnover intention.

Interpersonal conflict occurs often because there are two desires such as personal and organizational which could not be fulfilled at the same time. Interpersonal conflicts occur due to the different understanding with co-workers. Interpersonal conflicts occur when two or more people experiencing disagreement. This dispute caused by minor misunderstandings or as a result of unequal goals, values attitudes or beliefs. Inability to overcome this issue would lead to turnover intention. If the hospital management does not try to manage well internal conflicts between employees will increase Turnover Intention. With more and more hospitals emerging, the need for medical staff is high, especially in rural areas, the limited availability of trained and experienced medical professionals, increasing public awareness of the importance of maintaining health, increasing community needs for adequate health services and comprehensive, as a manifestation of the increasing welfare and education of the community, this causes the competitiveness of professional medical personnel to increase. This also makes it more difficult to hold someone in a company, in this case other hospitals, offer a better welfare package. The absence of job satisfaction as a mediator variable shows that if there is job satisfaction, interpersonal conflicts would not be able to influence an employee to leave the organization.

5. CONCLUSION

Work family conflict has a positive influence on the turnover intention of hospital staffs in Purwokerto. Interpersonal Conflict has a positive influence on the turnover intention in hospital staffs of Purwokerto. Job satisfaction has a negative influence on the turnover intention in hospital staffs of Purwokerto. Work family conflict has negative influence on the job satisfaction in hospital staffs of Purwokerto. Interpersonal Conflict has negative influence on the job satisfaction in hospital staffs of Purwokerto. Job satisfaction does not mediate the relationship between work-family conflicts on the turnover intention in hospital staffs of Purwokerto. Job satisfaction does not mediate the relationship of interpersonal conflict and the turnover intention in hospital staffs at Purwokerto.

6. IMPLICATION

Hospital management should increase the job satisfaction of its staff in order to reduce the resignation intention. This should be conducted by freely in choosing methods to settle their task, open the opportunity to develop their skill and ability, assign the responsibility, open up the opportunity to promotion, more freedom to give advice, job variation, restore the tangible aspect in the workplace, make relationship with co-workers, restore the wage, restore the relationship between employee and employer, improve the organizational management skill, time management and safety aspect at workplace. Job satisfaction could be improved by giving guidance to employee in solving problem related to the work-family conflicts and interpersonal Conflict. One of this could be conducted by improving working quality in order to avoid completing task at home.

7. LIMITATION AND STUDY FORWARD

In this study is a limitation that is the sample used is only hospital staff in Purwokerto. Therefore future research can expand the area and other types of institutions will be possible to get different results.

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