



## The Effect Of Work-Life Balance, Job Burnout, Organizational Commitment on Turnover Intention at XYZ Hospital in Bekasi

### ABSTRACT

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Providing the best service in hospital is very important due to very competitive competition. Nurses are the main providers of services especially in private hospitals. The aim of this study is to assess the association between work-life balance, job burnout, and organizational commitment on turnover intention at XYZ Hospital in Bekasi. Data collection using online questionnaires from 120 nurses was done for this quantitative investigation. Work-life balance, job burnout, and organizational commitment were the independent factors, while turnover intention which was projected at the conclusion of the modelling process was the dependent variable. Partial least squares-structural equation modelling (PLS-SEM) was utilized in data analysis. The findings showed that work-life balance has a negative effect on job burnout, work-life balance has a positive effect on organizational commitment, job burnout has a positive effect on turnover intention, organizational commitment has a negative effect on job burnout, and work-life balance has a negative effect on turnover intention. Based on the results of this study, it can be concluded that job burnout has a very strong influence on turnover intention.

**Keywords:** Work-Life Balance; Job Burnout; Organizational Commitment; Turnover Intention

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### INTRODUCTION

Competition in the health industry, especially in private hospitals, is very competitive. The degree of service quality is very important because the level of patient satisfaction is largely determined by the quality of service provided by the hospital. The better the quality of service provided to patients, the higher the investment opportunity which will further lead to increased income and positive impact on the long-term sustainability of the hospital (Sagherian et al., 2018; Sellars, 2019). Quality service can be achieved with cooperation between all hospital employees. From all hospital employees, nurses take a very important role in ensuring the implementation of the best quality health services to answer patient needs. Hospitals on the other hand often face challenges in retaining

health workers, especially nurses. A high nurse turnover rate can disrupt the performance of the hospital industry. (Bharathi et al., 2018; Wirtz & Zeithaml, 2018).

Turnover has the potential to be detrimental to an organization; the social structure of the organization will be disrupted due to the departure of skilled employees. According to Nursing Solutions Inc. data, nationally the turnover rate in hospitals in 2022 was 22.7%, down 3.2% from 2021. The number of employees leaving hospitals decreased at the end of 2022, thereby helping to reduce employee turnover in the hospital. However, considering the level of competition for workers, employee fatigue and retirement, worker turnover in hospitals remains high. (Nursing Solutions Inc., 2022). Derived from the outcomes of the interviews with the Human Resource Department manager at XYZ Hospital in Bekasi, the employee turnover rate is high, namely more than 10% every year.

Through data obtained from the Human Resource Department and the results of data processing at XYZ Bekasi Hospital as described, it is known that there is a high percentage of turnover intention every year which is a gap in this research. The explanation above states that it is essential for research to be carried out on the factors that influence turnover intention at XYZ Hospital in Bekasi. This research determines the factors Work life-balance, Job burnout, and Organizational Commitment as independent variables. It is hoped that this research can help reduce the number of nurse turnover intentions to improve organizational performance and provide optimal services. All of these things will support the quality of service so that it can become a competitive advantage over other hospitals.

## **LITERATURE REVIEW**

### ***Work-Life Balance***

Condition where individuals can be involved in work and family activities in a balanced manner and feel satisfied with their contribution (Greenhaus et al., 2003). Work in this context is defined as paid work carried out outside the home (Wheatley, 2012). The three main factors that influence this are individual factors, organizational factors and environmental factors. Individual factors include demographic variables, individual needs, family needs and support and individual abilities. Meanwhile, organizational factors are factors related to the organizational structure which includes employee regulations and policies associated to work-life balance. Moreover, environmental aspects that affect work-life balance are the demands of the social environment, culture and support from people around (Thilagavathy S & Geetha SN, 2021).

### ***Job Burnout***

Defined as symptoms of emotional and mental exhaustion in workers that arise due to the worker being unable to cope effectively with the constant pressure faced at work (Chen et al., 2018). Health workers, including doctors and nurses, experience an increase in workload and work pressure, so they experience burnout, especially during Covid-19

(Alrawashdeh et al., 2021). Apart from that, burnout also refers to a state of physical, emotional and mental exhaustion. This expresses an individual's psychological reaction to chronic and sustained interpersonal and emotional stressors, which are mostly brought on by extended engagement in emotionally taxing circumstances (Ran et al., 2020). Turnover intention is closely related to burnout, exploiting this relationship can improve this situation (Chen et al., 2018). Burnout can also occur among healthcare workers and can result in negative impacts on organizations such as worker absenteeism, less patient satisfaction, and lower quality of care; Thus, burnout can also be said to be an occupational disease that has an impact on workers' health and productivity (Alrawashdeh et al., 2021).

### **Organizational Commitment**

The strong will of workers to remain part of an organization, achieve organizational goals, and accept organizational values (Matande et al., 2022). Organizational commitment also refers to workers' emotional attachment and loyalty to their organization (Gaudet & Tremblay, 2017). Apart from that, organizational commitment can also be interpreted as an individual's strong belief in maintaining their position as a member and accepting the goals of the organization. Organizational commitment is divided into three components, namely: 1) Affective commitment is an attitude related to workers' positive feelings towards their organization. The individual's desire to see their organization progress and be proud that they are part of the organization. 2) Normative commitment is a feeling that must remain in the organization for the reason that it is seen as something that should be done. 3) Continuance commitment is an individual's need to remain part of the organization because leaving the workplace will disrupt their economy. Since the 1970s, research around the world has studied organizational commitment in the nursing field. Nurses are an important part of society who provide health services. In the nursing field, turnover intention is influenced by organizational commitment. Nurses who are devoted to their organization have a tendency to hold on to their current jobs. (Al Haroon et al., 2020). In addition, job satisfaction, support from the organization, and a supportive work environment are components that influence nurses' commitment to the organization. (Matande et al., 2022; Gaudet & Tremblay, 2017; Al Haroon et al., 2020).

### **Turnover Intention**

Robbins and Judge (2015) define turnover intention as the desire of an individual to depart from their current place of employment, either because of dissatisfaction with the current job or because there are other options from the job offer. (Robbins & Judge, 2015). According to Mello (2011), employee turnover happens when a worker departs from a company, either voluntarily or at the company's request, personal initiative, or due to problems, team dynamics, or unit performance. (Mello, 2011). An additional definition by Schuler and Jackson (2012) is that turnover refers to the process in which employees leave the company and their positions are replaced by other employees.

When employees begin to have the desire to resign from their job based on an assessment of what they want from their new job when leaving their old job. If employees get the opportunity for a new job that pays more, the employee will start looking for a new job. (Schuler & Jackson, 2012).

### ***Hypotheses of the research***

There are several theories that explain the relationship between work-life balance and job burnout. One of the most common theories is the spillover theory. Spillover theory explains that emotional conditions, stress and feelings of satisfaction experienced in one part of life can influence other parts both positively and negatively. Positive influence can be interpreted as a transfer of energy that makes feelings better and negative influence vice versa (Sirgy & Lee, 2018). When individuals experience high job burnout, they may feel less motivated and enthusiastic at work, as well as irritable and angry. This stress can then be brought home and cause problems in family relationships and personal life. (Edwards & Rothbard, 2000). Burnout is a major global problem among health workers from all scientific disciplines. For low and middle income countries, job burnout among health workers was reported to be in the range of 43-48% before the Covid-19 pandemic (Alrawashdeh et al., 2021).

According to Devi and Rani (2012), one of the main problems in the workplace is conflict between work and personal or family life. (Devi and Rani, 2012). Almost everyone experiences work-life balance problems and the balance between work and personal life impossible to achieve. However, if this balance can be achieved it can benefit both sides of life, namely work and family (McNall et al., 2010). Not achieving work-life balance can cause job burnout. Umene-Nakano et al. (2013). The same thing was also obtained in Lestari's (2019) research that work-life balance had a negative influence on burnout (Lestari, 2019). The results of research by Desnithalia and Purba (2021) show that work-life balance has a significant negative influence on the dimensions of burnout (Desnithalia & Purba., 2021). Apart from that, the results of the analysis show that there is a significant negative influence of work-life balance on burnout.

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The conclusion is that the more balanced a person's work life and personal life are, the lower the likelihood of burnout occurring. Based on this explanation, the hypotheses set include:

H1: Work-life balance has a negative influence on job burnout

The theory that explains the relationship between work-life balance and organizational commitment is Role Conflict Theory, which states that an imbalance between work roles and personal roles can lead to conflict, which in turn can affect organizational commitment in the workplace. This theory argues that work-life balance can be disrupted when work demands and demands outside work conflict with each other. For example, an employee may have to work overtime so he cannot take his child to school. Employees who feel high role conflict tend to have lower organizational attachment. (Greenhaus & Powell, 2006)

According to research by Haar et al. (2014), individuals who see a balance between work and their lives tend to have higher levels of life satisfaction and better physical and mental health. (Haar et al., 2014). Parkes & Langford (2008) explain that a better work-life balance shows a positive correlation with employee job satisfaction and commitment to the organization. (Parkes & Langford, 2008).

Research by Wood (2009) explains that there are benefits from Work-Life Balance that have the potential to increase work productivity; reducing absenteeism due to work-related stress, increasing commitment and motivation. This situation has a significant positive influence of Work Life Balance on organizational commitment (Wood, 2009). Another study by Dihaq et al (2022) stated that there was a significant positive influence on work-life balance on organizational commitment (Dihaq et al., 2022). Through this research, the influence of Work-Life Balance on nurses' organizational commitment will be known. Based on this explanation, the hypotheses set include:

H2: Work-life balance has a positive effect on organizational commitment

One theory that suggests a relationship between job burnout and turnover intention is stress and coping theory. According to Lazarus and Folkman (1984) stress has a

detrimental impact on physical and mental health. Someone will not let this negative effect continue, therefore they try to overcome this stress. A person's ability to solve problems is greatly influenced by their cultural background, problem-solving experience, personal characteristics, self-concept, environmental factors, and the coping strategies they use. The actions taken by individuals are called coping strategies. When someone experiences prolonged burnout due to work, they may develop the intention to change jobs as a coping strategy to reduce stress. They hope that by moving to a new job, they can reduce their stress levels. (Lazarus and Folkman, 1984)

The results of research from Yeun et al, (2016) conducted on nurses who had worked for more than 6 months in 5 public hospitals located in Seoul and Gyeonggi, South Korea, it was possible to draw conclusions that job burnout was found to have an effect on nurse turnover intention (Yeun et al., 2016). The same thing was also found in research by Zhang et al. (2011) that the turnover intention of doctors in China was positively related to burnout. This research also confirms that work fatigue in a group of nurses has a direct influence on nurses' intentions to move from their jobs (Zhang et al., 2011). Results of research by Yang et al. (2018), which was conducted on 150 nurses at a hospital in Tianjin China showed that burnout had a positive effect on turnover intention. Nurses must increase their positive performance so that they can reduce boredom at work, so they can suppress the desire to leave the hospital (Yang et al., 2018).

In research conducted by Wang et al. (2020) on 1,148 health workers working in health service facilities in China, the results showed that burnout had a positive influence on turnover intention (Wang et al., 2020). Research from Li Ran et al. (2019), this research was carried out on 540 health workers in China, the results of the research show that burnout has a positive impact on turnover intention, meaning that the lower the level of burnout experienced by health workers, the higher the desire to leave the house. sick (Li Ran et al., 2019). Based on this explanation, the hypotheses set include:

H3: Job burnout has a positive effect on turnover intention

There is a theory that links organizational commitment with turnover intention, namely Social Exchange Theory. This theory illustrates that commitment to the organization is the result of the employee's social exchange process with the organization (Liu & Deng, 2011). Employees who feel that the organization has provided many benefits to them in the form of appreciation, support and career development opportunities will be more likely to have high organizational commitment. Besides that, they may feel that they have a moral obligation to remain loyal to the organization and therefore have low turnover intention (Liu, & Deng, 2011)

The results of research by Callado et al. (2023) on 297 nurses working in primary health centers in the Lisbon region, Portugal had high organizational commitment and low turnover intention. This research found a significant negative relationship between turnover intention and organizational commitment, so it is important to increase

organizational commitment as a strategy to retain the best nurses and keep them committed to organizational goals (Callado et al., 2023). In line with research by Wei et al (2021), the results of research on 490 nurses in four hospitals in Tianjin, indicated that there was a negative correlation between organizational commitment and turnover intention (Wei et al., 2021). In addition, the results of research by Wu et al. (2022) show that organizational commitment is negatively related to the turnover intention of health service workers (Wu et al., 2022). Based on this explanation, the hypotheses set include:

H4: Organizational commitment has a negative effect on turnover intention

A study conducted by Aryee et al. (2005) found that there was a negative relationship between work-personal life balance and the desire to leave work. Employees who have work balance with personal life tend to have lower intentions to leave work (Aryee et al., 2005). As mentioned by Suifan et al. (2016), some informal work-life balance such as manager support and work autonomy play a very important role in influencing the intention to quit among medical staff. Therefore, it was found that by maintaining work-life balance, the intention to leave work can be reduced (Suifan et al., 2016); Fayyazi & Aslani, 2015; Fox & Fallon, 2003).

The influence of Work-Life Balance on Turnover Intention is supported by research by Putri et al. (2021) concluding that there is a significant and negative influence between Work-life balance and turnover intention (Putri et al., 2021). In research by Ma et al (2012), it was stated that the level of Work-Life Balance had a negative impact on nurses' intention to leave the health care profession. (Ma et al., 2012). Similar findings were also found in research on other nurses which resulted in Work-Life Balance having a negative and significant impact on Turnover Intention (Muhadi & Angesty, 2022). Based on this explanation, the hypotheses set include:

H5: Work-life balance has a negative effect on turnover intention

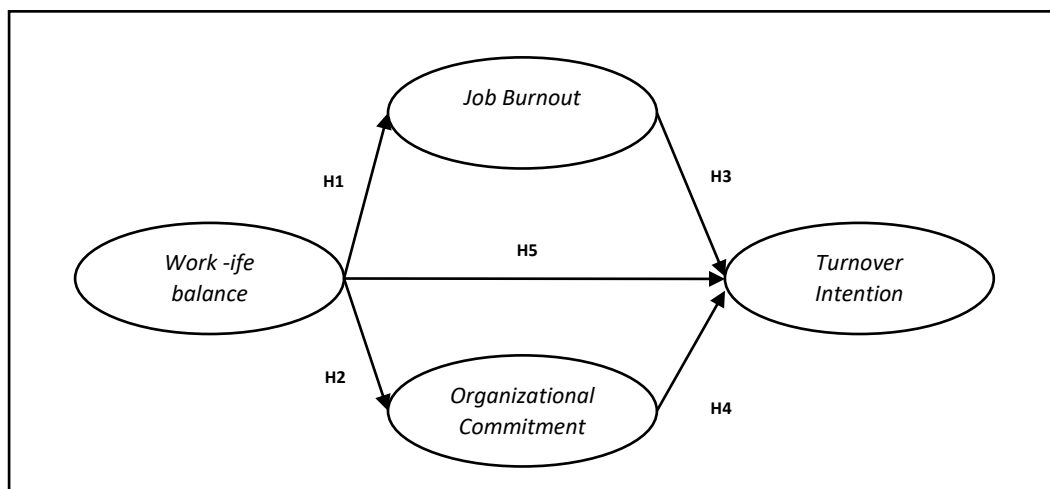


Figure 1. Proposed Conceptual Framework

## **METHODOLOGY**

The research object in this study is the turnover intention. The impact of work-life balance, job burnout, and organisational commitment on nurses is examined and developed. In this study, the individual serves as the analytical unit. In individual analysis, data were collected from each respondent to form a data set that is analyzed simultaneously. Respondents in this study were nurses at XYZ Hospital who had worked for at least one year. Data collection was collected using an online questionnaire. This quantitative research utilized statistical analysis for measurements with SmartPLS software. Hypothesis testing is used to analyze the association between associated variables as shown in the research model.

Work-life balance, job burnout, and organizational commitment were the independent factors, and the dependent variable turnover intention was predicted at the conclusion of the modeling process. A 5-point Likert scale is used to rate each item; 1 represents strongly disagree, 2 indicates disagree, 3 indicates neutral, 4 indicates agree, and 5 indicates strongly agree. Testing and confirming hypotheses is the goal of quantitative approaches. Due to the relatively small number of nurses, only 120 were used for the initial data collection; therefore, all nurses were included in the saturated sample approach. Saturation sampling is a sampling approach that uses every member of the population as a sample, according to Sugiyono (2014). (Sugiyono, 2014). The research object is the main focus of research because there are obstacles that need to be resolved.

## **RESULTS**

There are two steps in the data analysis process. The outer model, which is the first stage, and the inner model, which is the second stage, are utilized to test the study hypotheses. All indicators are feasible or valid for use in research and may be further studied, according to the data in Table 1, which shows that the indicators in each dimension have outer loading values more than 0.7 and an AVE larger than 0.05. Examining the Cronbach's alpha and CR values  $> 0.7$ , which show that all variables meet the requirements and can be further investigated, is an additional criterion. A variable is considered to meet the reliability criteria if it has a Composite Reliability value  $> 0.7$  (Hair et al., 2019).



**Table 1.** Factor Loading, AVE, and Reliability

<b>Indicator</b>	<b>Loading factor</b>	<b>AVE</b>	<b>Composite Reliability</b>
<b>Work-Life Balance</b>		<b>0.583</b>	<b>0.907</b>
I usually don't work more than 12 hours a day	0.710		
My personal life is not disturbed due to high work demands	0.802		
The work environment at the hospital supports my personal life	0.730		
My overtime schedule is no more than 3x/month	0.779		
I have enough time with family and friends	0.737		
I have time to do my hobby	0.840		
This hospital does not make it difficult for me to take the leave I am entitled to	0.737		
<b>Job Burnout</b>		<b>0.576</b>	<b>0.904</b>
I feel tired when I wake up to start my work	0.711		
I feel my work is too hard	0.812		
I feel bored at work	0.810		
The heavy workload makes me frustrated	0.781		
I quickly feel offended if there are work problems	0.766		
I quickly feel like I want to get the job done	0.702		
For me, working with other people is tiring	0.721		
<b>Organizational Commitment</b>		<b>0.709</b>	<b>0.944</b>
I would be very happy to spend my career at this hospital	0.722		
I feel like I am part of this hospital family	0.814		
I feel worried about leaving this hospital without having a replacement job	0.776		
It would be very hard for me to leave this hospital, even if I wanted to	0.896		
It would be beneficial for me, to remain in this hospital	0.889		
I will feel guilty if I leave this hospital	0.908		
It is my desire to stay working at this hospital	0.870		
<b>Turnover Intention</b>		<b>0.641</b>	<b>0.926</b>
I often think about getting out of this hospital	0.806		
I will leave this hospital if my job is not comfortable	0.784		
I don't feel good if I work in the same hospital for a long period of time	0.819		
I intend to leave the place I work because there is no career development	0.809		
I will be out of this hospital soon	0.736		
I often look for information about jobs elsewhere	0.836		
I am thinking about starting my own business	0.810		

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**Table 2.** Discriminant Validity HTMT

	<b>Work Life Balance</b>	<b>Job Burnout</b>	<b>Organizational Commitment</b>	<b>Turnover Intention</b>
<i>Work Life Balance</i>				
<i>Job Burnout</i>	0.384			
<i>Organizational Commitment</i>	0.537	0.437		
<i>Turnover Intention</i>	0.476	0.755	0.665	

Table 2 above show that all variables have an HTMT value of less than 0.9. If a variable has an HTMT value less than 0.9, it is considered to meet discriminant validity. (Hair et al., 2019). The conclusion is that the variable indicators are considered to be well discriminated for measuring the variables.

**Table 3.** Multicollinearity Test

<b>Variable</b>	<b>Work-Life Balance</b>	<b>Job Burnout</b>	<b>Organizational Commitment</b>	<b>Turnover Intention</b>
<i>Work Life Balance</i>		1.000	1.000	1.372
<i>Job Burnout</i>				1.247
<i>Organizational Commitment</i>				1.436
<i>Turnover Intention</i>				

The multicollinearity test is used to ensure that the independent variables do not have a correlation that could interfere with the research results. Each variable is declared to meet the multicollinearity assumption if it has a VIF value < 5 (Hair et al., 2021). Table 3 above show that there are no independent variables that have a VIF value > 5. Thus, the conclusion is that the research has met the multicollinearity assumption.

**Table 4.** R-square Value

<b>Variable</b>	<b>R-Square</b>
<i>Job Burnout</i>	0.127
<i>Organizational Commitment</i>	0.242
<i>Turnover Intention</i>	0.610

Table 4 above shows R2 value which determine coefficient determination (Hair et al., 2019). One factor that can account for 12.7% of job burnout is work-life balance. 24.2% of organizational commitment can be explained by the work-life balance variable. Work-life balance, job burnout, and organizational commitment are factors that can influence turnover intention by 61.0%; factors not included in this research study account for the remaining 39% of the variation.

Table 5. f-square Value

Variable	f-square	Classification
Work Life Balance → Job Burnout	0.146	Weak
Work Life Balance → Organizational Commitment	0.319	Moderate
Work Life Balance → Turnover Intention	0.008	Weak
Job Burnout → Turnover Intention	0.531	Strong
Organizational Commitment → Turnover Intention	0.253	Moderate

Specifically, if the F-square value is  $> 0.02$ , then the effect is considered weak, if  $> 0.15$  is moderate, and  $> 0.35$  is strong (Hair et al., 2021). Based on table 5, It demonstrates how purpose to leave a job is significantly influenced by job burnout. Due to the significant impact that job burnout has on the intention to leave a hospital, hospitals must take job burnout seriously.

Table 6. Hypothesis Tests

Hypothesis	Standardized path coefficient	Result
H1: "Work-life balance has a negative effect on job burnout"	-0.357	Supported
H2: "Work-life balance has a positive effect on organizational commitment"	0.492	Supported
H3: "Job burnout has a positive effect on turnover intention"	0.509	Supported
H4: "Organizational commitment has a negative effect on turnover intention"	-0.377	Supported
H5: "Work-life balance has a negative effect on turnover intention"	-0.066	Supported

## DISCUSSION

The influence of work-life balance on job burnout obtained a standardized path coefficient value of -0.357. A negative value results in work-life balance having a negative or opposite direction to job burnout so that H1 is supported. The value of 0.357 indicates that increasing work life balance can reduce job burnout by 0.357. Thus, it may be said that job burnout is negatively impacted by work-life balance. This result is consistent with other research showing that burnout is negatively impacted by work-life balance. (Lestari, 2019; Desnithalia, & Purba, 2021).

The results of testing Hypothesis H2 obtained a standardized path coefficient value of 0.492. A positive value results in work-life balance having a positive direction or in the same direction as organizational commitment so that H2 is supported. The coefficient of 0.492 suggests that a rise in work-life balance can lead to a 0.492 increase in organizational commitment. Thus, it can be said that organizational commitment is positively impacted by work-life balance.

This is in accordance with previous studies, namely that a better work-life balance shows a positive correlation with organizational commitment. (Parkes & Langford, 2008;

Wood, 2009; Dihaq et al., 2022). The benefits of individuals who have Work-Life Balance are the potential to increase work productivity; reducing absenteeism due to work-related stress, increasing commitment and motivation (Wood, 2009).

The standardized path coefficient value obtained by hypothesis H3 is 0.509. A positive value results in job burnout having a positive or unidirectional relationship with turnover intention so that H3 is supported. A value of 0.509 indicates that an increase in job burnout can increase turnover intention by 0.509.. Thus, it can be said that the intention to leave a job is positively impacted by job burnout. These results are consistent with earlier research (Yeun et al., 2016; Zhang et al., 2011; Yang et al, 2018; Wang et al., 2020; Li Ran et al., 2019). Nurses must increase their positive performance so that they can reduce boredom at work, so the desire to leave the hospital will decrease (Yang et al., 2018).

The findings of testing Hypothesis H4 obtained a standardized path coefficient value of -0.377. A negative value indicates that organizational commitment has a negative or opposite direction to turnover intention so that H4 is supported. The value of 0.377 indicates that an increase in organizational commitment can reduce turnover intention by 0.377. Thus, it may be said that turnover intention is negatively impacted by organizational commitment. These results are consistent with earlier research. (Callado et al., 2023; Wei et al., 2021; Wu et al., 2022) making it important to increase organizational commitment as a strategy to retain the best nurses and keep them committed to organizational goals (Callado et al., 2023).

The standardized path coefficient value for the H5 hypothesis obtained is -0.066. A negative value results in work-life balance having the opposite direction to turnover intention so that H5 is supported. A value of 0.066 results in an increase in work life balance which can reduce turnover intention by 0.066. Thus, work-life balance has the opposite or negative influence on turnover intention. Harmony of findings was found from this research and its predecessor studies (Putri et al., 2021; Ma et al., 2012; Muhadi & Angesty, 2022).

This research still had several limitations. Firstly, it was only carried out in one private hospital, thus causing limitations in the results. Further research are suggested to increase the number of the sample and to differentiate based on hospital types by taking samples from each representative type A, B and C hospital so differences in turnover rates for each type of hospital can be found.

The second limitation is that this research was conducted directly on all nurses in the hospital, but the different work demands encountered in each hospital unit is different and can have different impacts on nurse performance. Therefore, it is recommended that future research analysis are carried out by grouping nurses based on each unit in hospitals so that more uniform assessments and perceptions can be obtained.

The third limitation is that through research results the variables work life balance, job burnout, and organizational commitment can influence turnover intention by only 61.0% and there are still other factors of 39% that influence turnover intention. Suggestions for future research are that it is hoped that the research can continue by assessing other variables such as organizational support, nurse performance, and anxiety which can influence turnover intention.

The managerial implications in this research are aimed especially at the field of hospital human resources which plays a role in maintaining the quality of staffing. This research was conducted to remind hospital management that there is a link between work-life balance, job burnout, organizational commitment and turnover intention. Factors that influence work-life balance such as long working hours, work schedules that lack flexible skills, high job demands, and poor work time management will influence job burnout, organizational commitment, and nurse turnover intention (Raymo & Sweeney, 2005). Efforts to increase work-life balance, organizational commitment and reduce job burnout levels will reduce the number of nurse turnover intentions which will indirectly make services in hospitals better to maintain the quality of hospital services.

A high nurse turnover rate can affect the quality of hospital health services. On this basis, hospital directors and their staff need to plan the right strategy to retain nurses by finding things that can influence nurse turnover intentions. Based on the findings of research analysis data, job burnout provides a very strong influence on turnover intention so that XYZ hospital management can prioritize strategic planning related to job burnout. Efforts that can be made are by paying attention to the distribution of nurses' work duties in each unit so that no one feels that the job demands are heavier than their colleagues. A mutually supportive work environment can also make nurses work optimally.

## **CONCLUSION**

From the results of the research conducted, the results of the analysis and discussion of this study may be used to create the conclusions: 1) Work-life balance has a negative effect on job burnout. 2) Work-life balance has a positive effect on organizational commitment. 3) Job burnout has a positive effect on turnover intention. 4) Organizational commitment has a negative effect on turnover intention. 5) Work-life balance has a negative effect on turnover intention.

Based on the findings of research analysis data, job burnout has a very strong influence on turnover intention so that XYZ Hospital management can prioritize strategic planning related to job burnout. Efforts that can be made are by paying attention to the division of work duties of nurses in each unit so that no one feels that the job demands are heavier than their colleagues. A mutually supportive work environment can also make nurses work optimally. For future research, it is recommended to increase the sample used by knowing the data on the population of nurses working in private hospitals from

each representative type A, B and C hospital so that we can see the differences in the turnover rate for each type of hospital.

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