THE ROLE OF ORGANIZATIONAL COMMITMENT AS A MEDIATOR IN WORK-FAMILY CONFLICT AND ORGANIZATIONAL CULTURE ON TURNOVER INTENTION

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Abstract : The Research Method Is Non-Probability Sampling Using A Saturation Sampling Approach. A Total Of 280 Non-Medic Employees From Purwokerto Privat Hospital Participated As Respondents In This Study. Data Collection Was Conducted Through A Questionnaire Using The Likert Scale To Measure Statement Items Related To The Research Variables. Data Analysis Utilized The Sem-Pls Method, Which Is Divided Into Two Stages: An Outer Model Evaluation To Measure Validity And Reliability, And A Structural Model Evaluation To Test Hypotheses And Explain The Relationships Between Variables. Results Of This Study States That Work-Family Conflict Has A Positive Effect On Turnover Intention, While Organizational Culture And Organizational Commitment Have A Negative And Significant Relationship With Turnover Intention. In Addition, It Was Found That Organizational Commitment Acts As Mediator, Connecting Work-Family Conflict And Organizational Culture With Turnover Intentation. This Research Aims To Provide A Deeper Understanding Of How The Conflict Between Work And Family Influences The Desire To Change Jobs, With Organizational Culture As A Factor That May Alleviate Its Negative Impact. Additionally, The Study Will Elucidate The Role Of Organizational Commitment As A Mediator In This Relationship. It Is Expected That The Findings Of This Research Will Offer Insights To Organizations In Developing More Targeted Strategies To Enhance Employee Well-Being And Reduce Turnover Rates, Aligning With The Long-Term Vision Of Organizational Sustainability.

Keywords: Organizational Commitment; Work-Family Conflict; Organizational culture; Turnover Intention

1. INTRODUCTION

Hospitals are service businesses that provide intangible products in the form of services and involve human resources to run them (Ferry et al., 2021). Hospitals are expected to be able to provide good supporting services (Rika et al., 2021). As one of the health service institutions that aims to improve the level of public health, hospitals play a crucial role (Ekawati Septian Saraslina & Andriani Helen, 2022)

The main function of hospitals is to serve people who need health services, especially as a place for medical services, prevention and health education (Rahmadianti et al., 2020). The health service facilities needed by the community demand that hospitals be ready and agile to adapt to changes in number and type patients who come (Ekawati Septian Saraslina & Andriani Helen, 2022). Operational activities must be improved, hospitals need human resources who have the ability, energy and fresh and creative ideas, no matter how perfect the resources they have, it will be difficult for an agency to achieve its goals without skilled employees (Setianto et al., 2022)

Turnover intention is one of the HR problems that is often faced in an organization. (Anggara et al., 2020). Employees in private hospitals have a high level of turnover intention (Mengstie, 2020). The phenomenon of turnover intention in Indonesia is well recognized by academics and practitioners because many new hospitals have been established, giving fresh air to nurses to try new luck and contributing to the high intensity of turnover intention in a hospital (Suyono et al., 2018). The level of turnover intention can be reduced by investigating the factors that influence turnover intention (Ito et al., 2001). So that later reducing turnover intentions will contribute to improving the quality of services provided to patients (Gebregziabher et al., 2020). When hospitals lose experienced employees and retrain new employees, high turnover rates can also lead to organizational inefficiencies (Setianto et al., 2022)

Work-family conflict may raise turnover intention (Putra, 2020). In a constantly changing workplace, workers encounter various issues that might impair their work-life balance (Siddiqui et al., 2021). Work-Family Conflict (WFC) results from this imbalance. WFC affects human well-being and organizational productivity, making it a significant organizational study problem. Work-family conflict study against turnover intention is becoming more significant.

In addition, organizational culture, as the norms, values and beliefs held within an organization, plays a role in shaping individual work experiences (Sutrisno, 2010) Organizational culture may also minimise risk. Intention to turnover. Employees are more engaged and devoted if their own beliefs match those of the firm, lessening their desire to quit. Value incongruence may cause unhappiness, discomfort, and career changes.

To understand this complicated link, mediating factors that explain Work-Family Conflict, Organizational Culture, and Turnover Intention must be considered. Organizational commitment, which measures an employee's connection and emotional engagement in their employer, may mediate. Organizational commitment may relate Work-Family Conflict and Culture to Turnover Intention (Finthariasari et al., 2020a; Gede et al., 2023) It is hoped that understanding the role of mediation will provide deeper insight into the dynamics of the relationship between these three concepts.

In this article, researchers want to explore and analyze how Work-Family Conflict influence Turnover Intention, by considering Organizational Culture as an additional independent variable, and the extent to which Organizational Commitment acts as a mediator in the process. Understanding how these factors interact allows organizations to design more focused measures to increase worker well-being and minimise turnover, enabling long-term organizational sustainability.

2. LITERATURE REVIEW AND HYPOTHESES
2.1 Equity Theory
Equity Theory states that individuals tend to compare their own input and corresponding results with other individuals, resulting in the formation of their own perceptions (Adams, 1965). The

principle of this theory is that people will feel satisfied or dissatisfied with what they get (Irawan Setiyanto & Nurul Hidayati, 2017). Individuals who experience imbalance in the workplace are more likely to lose motivation and ultimately produce less input or seek change (Chen et al., 2023). The application of equity theory to explore turnover is considered appropriate, as IT functions as a result of imbalance (Ngo-Henha, 2017).

2.2 Turnover Intention

(Pawestri & Dewi, 2023) Turnover intention is an act of permanent resignation carried out by an employee, either voluntarily or involuntarily, from the current workplace. Turnover intentions is one of the main problems faced by organizations, at which level turnover Excessive amounts will have a negative impact on the company, such as creating instability and uncertainty regarding working conditions as well as increasing costs for human resources that the company has invested in employees starting from recruitment and training (Akbar et al., 2023) Turnover Intention is defined as a permanent form of employee's desire to leave the company, whether carried out by the employees themselves (voluntarily) or carried out by the company which can result in high levels of human resource management (Efitriana & Liana, 2022). According to (Varshney, 2014) turnover intention may be detected by three indicators: thinking about leaving, searching for alternatives, and quitting.

2.3 Work-Family Conflict and Turnover Intention

One factor that can influence turnover intention is work-family conflict. According to (Novrandy & Tanuwijaya, 2022) work-family conflict arises from competing family and work duties. Work-family conflict may be assessed by how work and family pressures interact and family complaints or support for work. Greenhaus & Beutell in Asbari et al. (2021) work-family conflict is one form of interrole conflict, namely pressure or role imbalance between roles at work and roles in the family. Indicator work family conflict according to (Greenhaus & Allen, 2011) namely work demands interfere with the family, work reduces self-involvement in the family, work interferes with family desires, work hinders family activities, and conflict between work commitments and family responsibilities.

Previous studies (Dhakirah et al., 2021; Finthariasari et al., 2020a; Jenderal et al., 2023; Lewaherilla et al., 2021; Mulyaningsih & Tanuwijaya, 2023; Putra, 2020; Ramadhoani, 2020; Zhou et al., 2020) shown that work-family conflict negatively affects turnover intention. (Hermawati et al., 2022) found no influence of work-family conflict on turnover intention. Work-family conflict may make it hard for employees to balance work and family. After considering life priorities, some workers may prioritise family. If employment doesn't support family needs or causes friction, they may consider searching for a new career.

H1: Work-Family Conflict has a positive effect on Turnover Intention

2.4 Organizational Culture and Turnover Intention

Organizational culture is significant because it determines employee behaviour and distinguishes one firm from another (Arundita et al., 2021). (Oktavia & Fernos, 2023) state that organizational culture is an unseen social force that motivates employees. Organizational culture may

be assessed by organizational support, work difficulties, loyalty, social cohesion, and citizen collaboration (Boke, 2009).

According to (Alyani, n.d.; Mahayasa et al., 2023; Pawestri & Dewi, 2023; Pramono & Wulansari, 2023; Vizano et al., 2020), organizational culture negatively impacts turnover intention. (Ikhsan & Hati, 2020) found no influence of organizational culture on turnover intention. An employee's emotional tie with an organization might be strengthened if its ideals and conventions match theirs. Conversely, if there is a value mismatch, employees may feel dissatisfied and have the desire to move.

A culture that encourages social support and collaboration between employees can create a pleasant work environment. Employees who feel supported and have good relationships with their coworkers tend to be more satisfied and have less intention to turnover. By understanding and managing organizational culture well, organizations can create an environment that supports employees, reduces turnover intention, and increases talent retention

H2: Organizational culture has a negative effect on Turnover Intention

2.5 Organizational Commitment and Turnover Intention

The relationship between organizational commitment and turnover intention has been the focus of research in the fields of human resources and organizational management. According to (Manihuruk, 2023) organizational commitment is an attitude that reflects employee loyalty to the organization and a continuous process in which organizational members express attention to the organization. According to (Luthans, 2011) there are three aspects of commitment, namely affective commitment, continuance commitment, and normative commitment.

Research from (Buulolo & Ratnasari, 2020; Finthariasari et al., 2020b; Hastanti & Kristanto, 2023; Jurnal et al., 2022; Seplifriskila Tampubolon et al., 2020) found that organizational commitment has a negative effect on turnover intention. Meanwhile, research from (Ardianto & Bukhori, 2021; Nur Hesty Ramadhani et al., 2023) states that organizational commitment has no influence on turnover intention. In general, high levels of organizational commitment tend to be associated with low levels of turnover intention, because employees feel engaged, satisfied, and have confidence that their organization provides support and values that match their expectations.

H3: Organizational Commitment has a negative effect on *Turnover Intention*

2.6 The mediating role of organizational commitment

In the context of the relationship between WFC and IT, organizational commitment can act as a mediator or intermediary. Employees who have a high level of organizational commitment may tend to remain loyal to the organization even though they experience work-family conflict. A high level of organizational commitment can reduce negative impacts work-family conflict to turnover intention.Research from (Finthariasari et al., 2020a) found that organizational commitment can mediate the influence of work-family conflict on turnover intention. Employees who feel attached to the organization may be more likely to seek internal solutions, such as seeking support from the

organization, seeking work flexibility, or adapting coping strategies that can help reduce conflict between work and personal life. Thus, through the level of organizational commitment, employees can experience a positive impact on turnover intention despite experiencing work-family conflict. It is important for organizations to provide support and create a work environment that supports a balance between work life and personal life so that employees can manage work-family conflict better and minimize turnover intention.

H4: Organizational Commitment mediates the influence *Work-Family Conflict* to *Turnover Intention*

Employees who feel attached to positive organizational values and norms may be more likely to remain loyal to the organization despite potentially challenging situations or culture. High organizational commitment can reduce the level of job dissatisfaction and increase job satisfaction, thus directly reducing turnover intention

According to (Gede et al., 2023) organizational commitment mediates the effect of culture on turnover intention. Organizations may understand how culture affects employee turnover intention via organizational commitment. Thus, to minimise turnover intention, organizations must understand their culture, promote good values, and establish a pleasant work environment that supports employee welfare and engagement.

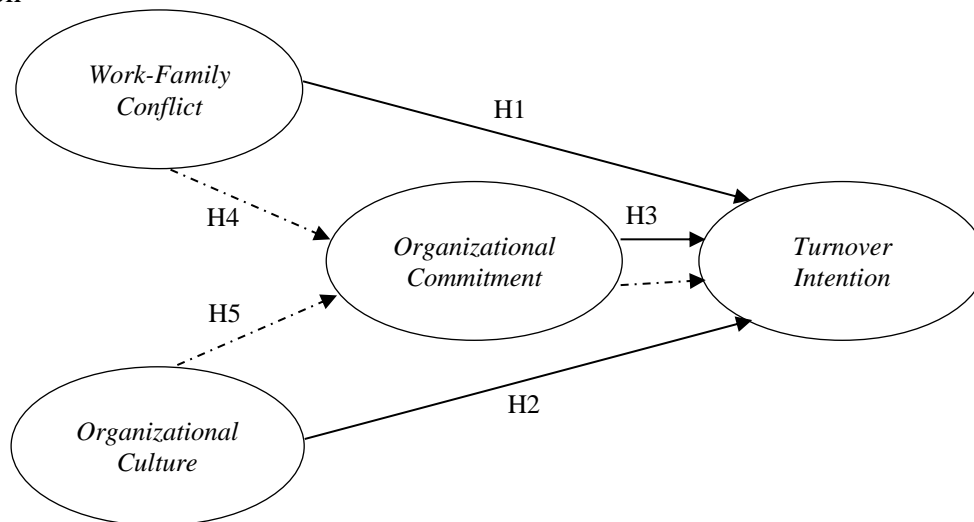**H5**: Organizational Commitment mediates the influence of Organizational Culture on Turnover Intention

Figure 1. Conceptual Framework

3. RESEARCH METHODS

This study employed purposive sampling, a non-probability sampling strategy that gives each population member an uneven chance of being sampled. Sugiyono (2019) defines purposeful sampling as selecting samples with particular criteria. The sample in this study is permanent workers.

The statement items were assessed using a Likert scale in a questionnaire sent to 280 non-medical personnel at a private hospital in Purwokerto.

Hair et al. (2017) state that PLS-SEM data processing requires two full layers. Phase one employs outer model assessment measures. Structural model assessment (interior model) tests hypotheses and explains variable connections using the data. Testing for convergence requires a loading value over 0.7 and an AVE above 0.5. Assess discriminant validity using cross loadings and Fornell-Larcker values. Cronbach's alpha and Composite dependability scores over 0.70 indicate indicator dependability.

4. RESULTS AND DISCUSSION
4.1 Respondent Profile

Demographic analysis showed that 57.1% of respondents were women, indicating substantial female engagement in this research. This research also found that 54.3% of respondents were between 21 and 30 years old, the majority age group. Many respondents were married 60.7%, suggesting family obligations. Most respondents had university education, with 63,5% having a bachelor's degree. The survey also found that 40.4% of workers had 1-5 years of work experience, indicating more participation than the medium work experience group

4.2 Evaluation of the Measurement Model (Outer Model)

This study model is tested for convergent, reliability, and discriminant validity. Table 1 lists convergent validity and reliability metrics. Table 2 shows Fornell-Larcker discriminant validity.

Table 1. Convergent Validity and Data Reliability

Variables	Cronbach's Alpha	Composite Reliability	AVE
Organizational Culture	0.956	0.962	0.715
Organizational Commitment	0.956	0.963	0.741
Turnover Intentation	0.944	0.952	0.666
Work Family Conflict	0.952	0.959	0.700

*Source: Primary data (2024)

Table 1 shows that this study's measurements are convergently valid and dependable. Each item produces factor loading values above 0.70 and AVE values over 0.50. All indicators measure latent variables, hence they are valid. All study variables have Composite Reliability and Cronbach's alpha above 0.70. Each variable's dependability is excellent and fulfils Composite dependability and Cronbach's alpha standards.

Table 2. Discriminant Validity: Fornell-Larcker

Variables	OCL	OCM	TI	WFC
Organizational Culture	**0.846**			
Organizational Commitment	0.475	**0.861**		
Turnover Intentation	-0.455	-0.594	**0.816**	
Work Family Conflict	-0.372	-0.552	0.521	**0.836**

*Sourcer: Primary data (2024)

Additionally, discriminant validity determines this study model's validity. Table 2 shows Fornell-Larcker discriminant validity findings. Table 2 shows that Fornell-Lacker conditions were satisfied. Each square of the AVE root value is diagonally greater than the other values for each variable. Thus, the Fornell-Larcker discriminant validity criteria validates all variables.

4.3 Evaluation of the Structural Model (Inner Model)

The inner model assessment follows outside model testing. Structured evaluation, or inner model evaluation, tests construct correlations, significant values, and the research model's R-squared. Evaluation of a structural model begins with R-square and Q-square for each dependent variable.

The R square value is excellent. R-square indicates how much the independent variable explains dependent variable variance. The turnover intention R-square value is 0.433, suggesting that this study's control variables can explain 43.3% of turnover intention variance. The remaining variance may be attributed to variables not studied in this research.

Table 3. Direct & Indirect Effect

Hypothesis		Path Coefficients (β)	T Statistic	*P* Values	Conclusion
WFC → TI	H1	0.248	3.518	0.000	Supported
OCL → TI	H2	-0.188	2.666	0.004	Supported
OCM → TI	H3	-0.368	5.458	0.000	Supported
WFC → OCM → TI	H4	0.160	3.983	0.000	Supported
OCL → OCM → TI	H5	-0.115	5.098	0.000	Supported

*Source: Primary data (2024)
*Notes: Organizational Culture (OCL), Organizational Commitment (OCM), Turnover Intentation (TI), Work Family Conflict (WFC).

Finally, a hypothesis test explains the study variables' connection. Hypothesis testing assumes the independent variable affects the dependent variable if the statistical T value is more than 1.960 and the P value is less than 0.05. The test results are in Table 3. This indicates that all variable associations have positive path coefficients (β). P values less than 0.05 and T statistics larger than 1.96 were satisfied. Also, all theories are acceptable.

4.3.1 The influence of work family conflict on turnover intention

The research results show that work family conflict has a significant positive influence on turnover intention. This research is supported by research by Dhakirah et al., 2021; Finthariasari et al., 2020a; General et al., 2023; Lewaherilla et al., 2021; Mulyaningsih & Tanuwijaya, 2023; Son, 2020; Ramadhoani, 2020; Zhou et al., 2020. The increasing work family conflict will go hand in hand with increasing turnover intention

The relationship between work-family conflict and turnover intention has significant implications for companies and employees. When employees experience high levels of conflict between work demands and family responsibilities, they are likely to feel dissatisfied with their jobs and consider leaving.

4.3.2 The influence of organizational culture on turnover intention

The research results state that organizational culture has a negative influence on turnover intention. Alyani, n.d.; Mahayasa et al., 2023; Pawestri & Dewi, 2023; Pramono & Wulansari, 2023; Vizano et al., 2020. The better employees' perceptions of the culture implemented by an organization, the less likely they are to want to leave the company.

A positive organizational culture, where employees feel valued, have opportunities to develop, and feel motivated, tends to reduce turnover intention or the desire to leave work. On the other hand, an unsupportive culture can increase turnover intention because employees feel dissatisfied and want to look for a better work environment. So, maintaining a positive organizational culture can be the key to reducing turnover intention and retaining quality employees.

4.3.3 The influence of organizational commitment on turnover intention

Research suggests that organizational commitment decreases turnover intention. Buulolo & Ratnasari, 2020; Finthariasari et al., 2020; Hastanti & Kristanto, 2023; Journal et al., 2022; Seplifriskila Tampubolon, 2020 support this study. Increasing organizational commitment reduces turnover intention.

Employee turnover intention decreases with organizational commitment. Employees who have a strong emotional and normative tie to the company are more likely to remain. Lack of organizational commitment might raise turnover intention since workers feel disengaged and more prone to seek elsewhere. Thus, boosting organizational commitment may reduce turnover intention and retain key personnel.

4.3.4 The influence of work family conflict on turnover intention with organizational commitment as mediation

Work-family conflict positive affects turnover intention via organizational commitment, according to study. Finthariasari et al., 2020a found that indirectly increasing work-family conflict increases organizational commitment, supporting this study.

Job-family conflict causes stress and discontent in job and personal life, which increases employee turnover intention. However, organizational commitment may mediate this link. Work-family conflict may negatively effect turnover intention, although strong organizational commitment might provide workers emotional and normative support to stay. Feeling connected to the company

may encourage workers to find non-leaving options. Therefore, organizational commitment may decrease work-family conflict's impact on turnover intention.

4.3.5 Relationship between the influence of organizational culture on turnover intention and organizational commitment as mediation

In this study, organizational culture negatively affects turnover intention via organizational commitment. Gede et al., 2023 found that organizational culture indirectly has a negative influence on turnover intention via organizational commitment.

A healthy workplace culture stimulates and supports employee needs, reducing turnover intention. Employee retention increases when they feel appreciated, engaged, and happy with the company culture. Organizational commitment strengthens emotional and normative relationships between workers and the organization, mediating this relationship. High organizational commitment helps workers feel obligated and committed to staying with the company despite problems or unhappiness. Organizational commitment strengthens the favourable impact of organizational culture on staff retention, reducing turnover intention

5. CONCLUSION

The conclusion of this research states that work-family conflict has a positive effect on turnover intention, while organizational culture and organizational commitment have a negative and significant relationship with turnover intention. In addition, it was found that organizational commitment acts as a mediator, connecting work-family conflict and organizational culture with turnover intention indirectly. Thus, understanding and implementing strategies to improve organizational culture and organizational commitment as well as reducing the level of work-family conflict can be the key to effectively reducing turnover intention.

This research has limitations regarding the factors that influence turnover intention. Suggestions for further research include adding or providing variables that might influence turnover intention, such as work-life balance, job crafting, and professional identity. It is also hoped that further research can expand the research population so that the research results can be accepted more generally.

The implication of the relationship between work-family conflict, organizational culture, organizational commitment, and turnover intention is that organizations need to pay attention to and manage these two factors effectively to reduce employee turnover rates. First, organizations can reduce work-family conflict by providing policies and programs that support work-family balance, such as flexible working hours, family leave, and child assistance services. Second, it is important for organizations to build a culture that supports employees in achieving balance between work life and personal life, as well as providing social and emotional support to employees. By increasing organizational commitment through these steps, organizations can reduce employees' intentions to leave the company and strengthen their loyalty to the organization.

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