



**FROM WORK ENVIRONMENT TO THE DECISION TO STAY: THE
CENTRAL ROLE OF WORK LIFE BALANCE IN HEALTH WORKERS AT
MATERNITY AND CHILDREN HOSPITAL**

Christin¹

Universitas Esa Unggul, Jakarta, Indonesia

christinchriztin@student.esaunggul.ac.id

Reza Hilmy²

Universitas Esa Unggul, Jakarta, Indonesia

mohamad.reza@esaunggul.ac.id

Nofierni³

Universitas Esa Unggul, Jakarta, Indonesia

nofi.erni@esaunggul.ac.id

Abstract

The high turnover rate (18–25%) of health workers in Indonesian private hospitals encourages the need for more effective retention strategies. This phenomenon occurred at Maternity and Children Hospital Type C North Jakarta, which is experiencing a management transition and organizational change in 2023, so that it has the potential to change the work environment, work engagement, and work-life balance of employees. Intention to stay depends not only on a good work environment and high work engagement, but rather on the organization's ability to convert both factors into a sustainable work-life balance. This study aims to analyze the influence of work environment and work engagement on the Intention to Stay of health workers, with work-life balance as a mediator variable. Using a quantitative approach and survey method on the population of health workers in the hospital, this study tested the mediation model through path analysis. The findings of the study are expected to provide strategic recommendations for hospital management to improve retention through interventions that strengthen work-life balance. The method used was a quantitative approach based on a cross-sectional survey of 137 clinical and non-clinical workforces, analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results showed that the model was able to explain 57.9% of the variation in Intention to Stay and 15.4% of the variation in work-life



balance. Work-life balance was the strongest predictor of Intention to Stay ($\beta = 0.538$), followed by work environment ($\beta = 0.293$) and work engagement ($\beta = 0.124$). Indirect influence is also significant through work-life balance mediation. All constructs showed good validity and reliability, while the structural model was declared feasible with a GoF of 0.467. These findings confirm the importance of strengthening psychosocial factors in health worker retention strategies in hospitals.

Keywords: Work Environment, Work Engagement, Work-Life Balance, Persistent Intention, PLS-SEM.

INTRODUCTION

Health worker retention is one of the main challenges in managing hospital human resources because it has a direct impact on service quality, patient safety, and operational efficiency. The World Health Organization states that the problem of health workers is not only related to the shortage of manpower, but also the ability of health institutions to maintain a qualified workforce (World Health Organization, 2022). In this context, intention to stay is an important indicator to assess the success of hospital human resource management.

Various studies show that work environment, work engagement, and work-life balance are factors that play a significant role in shaping the Intention to Stay of health workers. A supportive work environment has been shown to reduce work burnout and increase employee satisfaction and loyalty (Lake et al., 2019). Work engagement reflects a positive psychological condition characterized by an employee's passion, dedication, and engagement with his or her work, which contributes to decreased intention to move and increased organizational commitment (Goyal & Kaur, 2023). In addition, work-life balance is an important factor in the health sector which has high work demands and long working hours.

In Indonesia, the problem of retaining health workers is still a crucial issue, especially in private hospitals. Data from the Central Statistics Agency (2023) shows that the turnover rate of private hospital workers is in the range of 18–25%, exceeding the ideal limit to maintain organizational stability. The Ministry of Health of the Republic of Indonesia (2022) also identified low loyalty among health workers and inequality in the distribution of human resources as the main problems in urban areas. National research shows that organizational support, workload management, and work-life balance policies have a significant effect on



the Intention to Stay of hospital employees (Amanda et al., 2021; Theodorus et al., 2021; Marhalinda & Supiandini, 2022).

Maternity and Children Hospital Type C North Jakarta is one of the private hospitals that experienced a relatively high turnover rate, which is around 20–23% after the management transition in early 2023. Nonetheless, preliminary survey results show that most employees still have strong retention intentions. This condition indicates the existence of positive psychosocial factors that are able to maintain employee loyalty, such as peer support, a sense of belonging to the organization, and work flexibility. On the contrary, the unclarity of the work system, the increase in workload, and the limitation of work-life balance are factors that drive employees to resign.

Most previous studies have focused more on turnover intention, so studies on the factors that encourage employees to stay are still relatively limited, especially in the context of hospitals in Indonesia. Therefore, this study focuses on persistent intention as a dependent variable by examining the influence of work environment and work engagement as well as the mediating role of work-life balance. This approach is expected to provide a more comprehensive understanding of the psychosocial mechanisms that affect the loyalty of health workers.

This study aims to analyze the influence of work environment and work engagement on the intention to survive with work-life balance as a mediating variable in the workforce of Maternity and Children Hospital Type C North Jakarta. The results of the research are expected to make a practical contribution to hospital management in formulating human resource policies that are oriented towards improving retention, employee welfare, and sustainability of health services.

LITERATURE REVIEW

Job Demands-Resources (JD-R) Theory

Theory Job Demands-Resources (JD-R) provides a comprehensive conceptual framework for analyzing the determinants of occupational well-being in healthcare organizations (Bakker & Demerouti, 2017). This model departs from the fundamental premise that every job contains two main categories of characteristics that dynamically interact with each other and affect each other outcomes Employee Psychology (Demerouti et al., 2001). Job demands covers various physical, psychosocial, and organizational aspects that require continuous cognitive or physical effort so that it has the potential to cause fatigue



and a decrease in work welfare if not managed optimally (Bakker & de Vries, 2021).

The JD-R theory identifies two main psychological processes that explain the mechanism of influence of job characteristics on employee well-being, namely Health impairment process and Motivational Process (Bakker & Demerouti, 2017). Health impairment process occurs when Job Demands excessive and prolonged depletion of physical and psychological energy resources leading to emotional exhaustion, Burnout, and a variety of long-term health problems (Demerouti et al., 2001).

Intention to Stay

Intention to stay is defined as an employee's voluntary psychological desire and plan to maintain his or her membership in the organization for which he or she currently works for an extended period of time (Chen et al., 2023). In the context of human resource management, the intention to stay is not just the opposite of the intention to exit (turnover intention), but a positive construct that represents the proactive commitment and emotional attachment of the individual to the future of his organization (Tett & Meyer, 1993), Poku et al. (2025).

The dimension of persistent intention is divided into 5 main dimensions namely,

- a. Affective Retention Intention
- b. Continuance Retention Intention
- c. Normative Retention Intention
- d. Perceived Organizational Support
- e. Intention to Survive Based on Job Satisfaction (Job Satisfaction-Driven Intention)

The selection of this dimension refers to various studies that conceptualize intention to stay as a multidimensional phenomenon (Chen et al., 2023; Farahani et al., 2024; Goyal & Kaur, 2023). Intention to stay is a multidimensional psychological variable that represents an employee's voluntary desire and plan to maintain his or her membership in the organization on an ongoing basis (Chen et al., 2023).

Work Engagement

Work engagement is a positive work-related psychological state that reflects a strong emotional and cognitive connection to work (Schaufeli et al., 2002). According to Schaufeli and Bakker (2004), work engagement represents cognitive and emotional fulfillment in work that manifests through persistence and resilience in the face of work challenges. Based on the theory of Job Demands-



Resources (Bakker & Demerouti, 2017), job attachment is seen as the outcome of a motivational process triggered by the availability of job resources.

In more contemporary conceptual developments (Albrecht, 2010) Define work engagement as a cognitive, emotional, and behavioral state characterized by active involvement, enthusiasm, and resilience in facing work challenges.

The most well-known and widely used model in measuring work engagement is the Utrecht Work Engagement Scale (UWES) developed by Schaufeli et al. (2002). This model classifies work engagement into three main dimensions, namely vigor, dedication, and absorption. These three dimensions describe psychological states that complement each other and form work engagement holistically.

Work-Life Balance

Work-life balance (WLB) is a multidimensional construct that refers to the subjective evaluation of individuals regarding the extent to which work demands and non-work needs can be harmonized so that a state of harmony between life domains is achieved (Greenhaus et al., 2003). According to Greenhaus et al. (2003), WLB is defined as a level of equality in engagement and satisfaction in work and non-work roles, with low conflict between roles. In a more contemporary perspective, Clark (2000) From Border Theory theory, WLB defines WLB as individual satisfaction and effectiveness in managing the demands of the work and family domains with minimal conflicts between roles.

Based on the integration of various theoretical approaches, work-life balance in this study is operationalized through three main dimensions:

- a. Time balance
- b. Balance of satisfaction
- c. Energy balance

Work-life balance is a balance between the demands of work and personal life with minimal conflicts between roles (Greenhaus et al., 2003). And the dimensions of WLB are Time Balance, Satisfaction Balance, and Energy Balance.

RESEARCH METHOD

This study uses a quantitative approach with survey and design methods Cross-sectional (ONE-Shot study). The research was carried out at Maternity and Children Hospital Type C North Jakarta, in the period October-November 2025 with the subjects of clinical and non-clinical workforce at the staff level who are actively working. The proportional stratified random sampling technique was applied based on the work unit, so that 137 respondents were obtained according

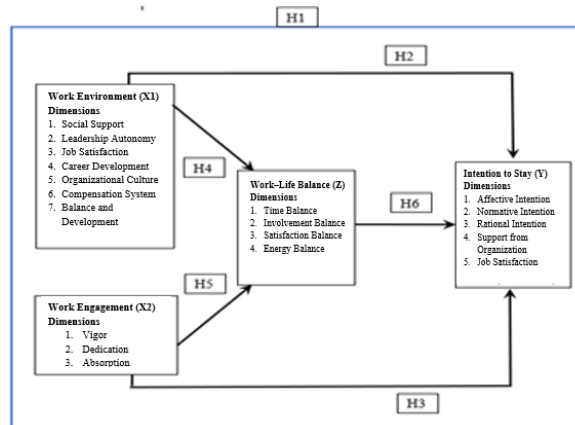


to the results of the calculation of the Slovin formula (5% error) and the recommended minimum sample size of PLS-SEM. The variables studied included work environment (X1) and work engagement (X2) as independent variables, work-life balance (Z) as mediating variables, and persistent intention (Y) as dependent variables. Data were collected using a 4-point (1–4) Likert scale questionnaire that had gone through a language adaptation and feasibility test process Instruments Hadi (1980).

Data analysis was carried out using Partial Least Squares–Structural Equation Modeling (PLS-SEM) with the help of SmartPLS 4.0. The analysis stages include data quality testing, descriptive analysis using the Three Box Method, evaluation of measurement models (outer models) through convergent validity, discriminant validity, and construct reliability, and evaluation of structural models (inner models) through R^2 , f^2 , and Q^2 tests. Hypothesis testing and mediation effects were carried out using a bootstrapping procedure at a significance level of 5%, including analysis of specific indirect effects and Variance Accounted For (VAF). In addition, common method bias, multicollinearity, and goodness of fit tests were carried out to ensure the accuracy and durability of the research model.

To examine the relationship between work environment, work engagement, work-life balance, and Intention to Stay of health workers, this study developed a number of scientific hypotheses. The development of this hypothesis aims to provide a conceptual foundation to guide empirical research to evaluate how the balance between work demands and psychosocial resources influences the decision of health workers to stay in the organization. The hypotheses proposed in this study are based on a theoretical that integrates the Job Demands-Resources (JD-R) Model, Conservation of Resources (COR) Theory, Social Exchange Theory (SET), and Work-Home Resources (WHR Model), and supported by relevant previous research findings:

Figure 1.
Theoretical Framework



H1: The work environment, work engagement and work-life balance have a simultaneous effect on the intention to survive in the hospital.

H2: The work environment affects the intention to retain the workforce in the hospital.

H3: Work engagement affects the intention of the workforce in the hospital.

H4: The work environment affects the work-life balance of workers in hospitals.

H5 : Work engagement affects the work-life balance of workers in hospitals.

H6 : Work-life balance affects the intention to survive in hospitals.

H7 : Work-life balance mediates the influence of the work environment on the intention to survive in the workforce.

H8 : Work-life balance mediates the effect of work engagement on the intention to survive in the workforce.

RESULTS AND DISCUSSION

Results of Three-Box Methods Analysis

Table 1.
Matrix of the results of the analysis of the three box methods of research variables

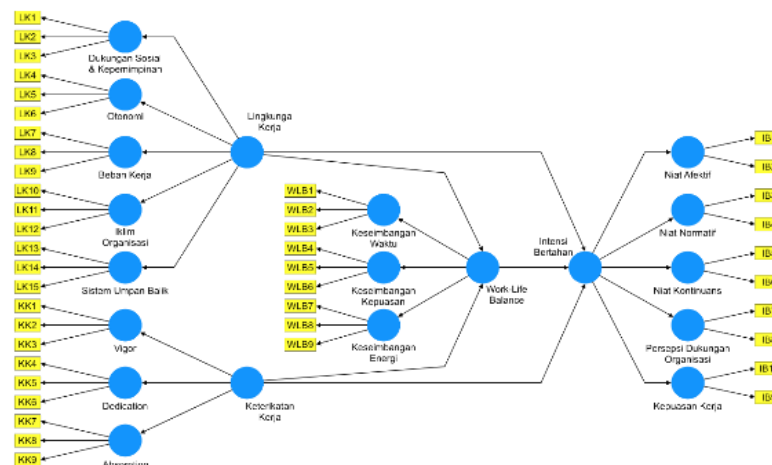
No	Variable	Category			<u>Behaviour</u>
		Low	Currently	High	
1	Intention to Stay		+		Loyal
2	Work Environment			+	Conducive
3	Work Engagement		+		Participative
4	Work Life Balance		+		Balance

Source: Primary Data Processing

The results of the Three Box Method show that the work environment is in the high category, while Intention to Stay, work engagement, and work-life balance are still in the medium category. These findings indicate that although working conditions have been conducive, the level of loyalty, attachment, and work-life balance of employees has not been optimal. Therefore, it is necessary to strengthen organizational support, leadership that encourages attachment, and policies that support work-life balance so that employees' retention intentions can increase.

Partial Least Square Data Analysis Results – Structural Equation Modelling (PLS-SEM)

Figure 2.
PLS-SEM Research Model



Source: Data processing results with SmartPLS 4.0, 2025

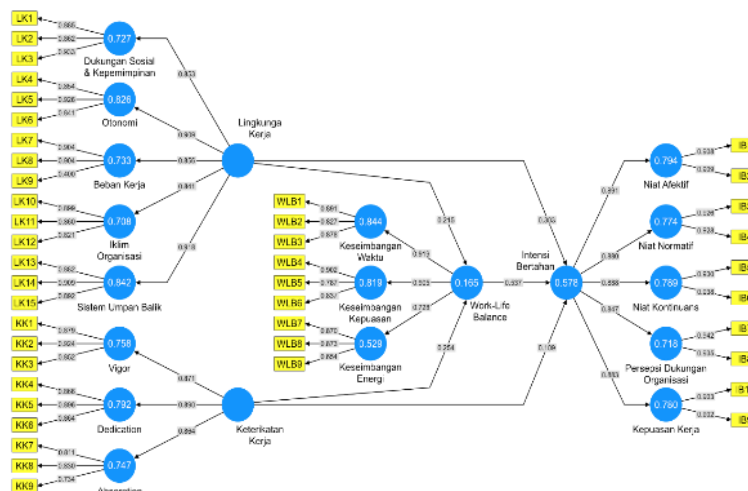
The model developed in this study consists of a number of latent variables constructed through several dimensions and measurement indicators. The first exogenous variable is the Work Environment, which is formed by five main dimensions, namely: social support & leadership, autonomy, workload, organizational climate, and feedback system. The five dimensions were each measured through the LK1-LK15 indicator, with details: social support & leadership (LK1-LK3), autonomy (LK4-LK6), workload (LK7-LK9), organizational climate (LK10-LK12), and feedback system (LK13-LK15).

The second exogenous variable is Work Engagement, which is constructed through three dimensions, namely vigor, dedication, and absorption. These three dimensions are represented by the KK1-KK9 indicators, namely vigor (KK1-KK3), dedication (KK4-KK6), and absorption (KK7-KK9).

Evaluation of Measurement Models (Outer Model)

Figure 3.

Validity Testing Based on Outer Loading



From Work Environment to the Decision to Stay...



Source: Data processing results with SmartPLS 4.0, 2025

The results of the convergent validity test showed that most of the indicators had high outer loading values (0.73–0.94) so they were declared valid. However, the LK9 indicator in the Work Environment variable (–0.400) and WLB9 in the Work-life balance variable (0.654) did not meet the validity criteria. Therefore, both indicators are excluded from the model to improve the quality of construct measurements.

Table 2.
Convergent Validity Testing: Average Variance Extracted (AVE)

Latent Variable	Average Variance Extracted (AVE)	Information
Intention to Stay	0,655	Valid
Work Engagement	0,557	Valid
Work Environment	0,605	Valid
Work-life balance	0,567	Valid

Based on Table 2, all variables have an AVE value of more than 0.5. So it can be said that the model in this study has met the convergence validity.

Coefficient of Determination R Square (R²)

Table 3.
Value R Square (R²)

Endogenous Variables	R ²
Work-life balance	0,154
Intention to Stay	0,579

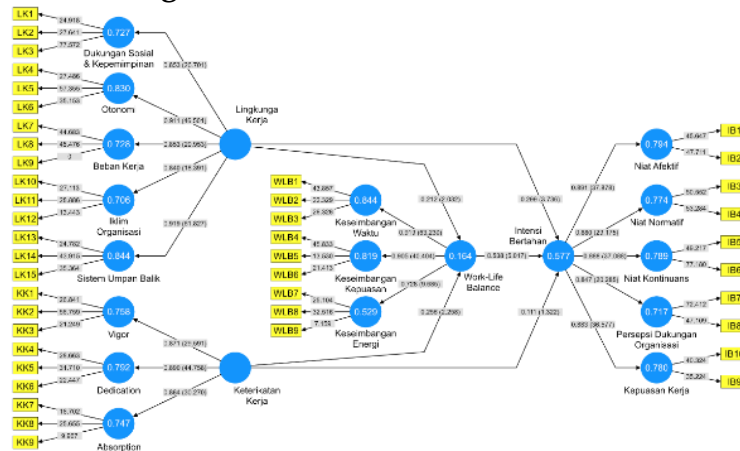
Source: SmartPLS Processed Products, 2025

The R² value of the endogenous Work-life balance variable of 0.154 indicates weak explainability, which means that the exogenous constructs in the model are only able to explain 15.4% of the Work-life balance variation, while the rest is influenced by other factors outside the model. In contrast, the Persistent Intent variable had an R² value of 0.579, which was in the moderate to strong category, indicating that the model was able to explain 57.9% of the variation in Persistent Intent, so it had good predictive power.

Structural Model Evaluation (Inner Model)

Figure 4.

Path Diagram (Path Coefficient and T-Statistic)



Source: Data processing results with SmartPLS 4.0, 2025

Evaluation of Effect Size (f^2) Value

The effect size (f^2) evaluation in PLS-SEM was used to assess the magnitude of the contribution of independent variables to dependent variables in the structural model. The f^2 value describes the strength of the construct effect, with the criteria of low (0.02), medium (0.15), and high (0.35) influence (Hair et al., 2022). This value is obtained by comparing the R^2 of the full model and the model without the construct tested, thus providing substantive information regarding the contribution of each independent variable beyond statistical significance.

Table 4.
Value f

Connection	f^2	Information
Work environment → Intention to Stay	0,15	Currently
Work Attachment → Intention to Stay	0,03	Low
Work environment → Work-life balance	0,04	Low
Work Attachment → Work-life balance	0,05	Low
Work-life balance → Intention to Stay	0,58	High

Structurally, work-life balance is the main determinant of Intention to Stay with high effect strength, while the work environment has a fairly important direct influence with a moderate effect size. On the other hand, the contribution of the work environment and work engagement to work-life balance is still



relatively low, which is in line with the relatively small R^2 value of work-life balance. These findings indicate the need to include other factors outside the model to improve the explainability of work-life balance.

The Role of Work Environment, Work engagement, and Work-life Balance Simultaneously on Intention to Stay

Work Environment and Work engagement simultaneously have a significant effect on Intention to Stay with Work-life balance as a mediating variable. Retention Intention is in the medium category, with Job Satisfaction as the strongest dimension and Perception of Organizational Support as the weakest dimension. The Work Environment is in the high category, supported by a collaborative organizational climate, while Work engagement and Work-life balance are still in the medium category. These findings show that a conducive work environment and meaningful work engagement need to be translated into work-life balance in order to strengthen the intention to stay optimally.

The Influence of the Work Environment on Intention to Stay

The Work Environment has a positive and significant effect on Intention to Stay. A collaborative, supportive, and clear feedback work environment reinforces employees' sense of security and psychological comfort. However, the weak perception of organizational support, especially related to post-restructuring career development, has caused the intention to stay in the high category.

**The Effect of Work Engagement on Intention to Stay**

Work engagement does not have a significant effect directly on Intention to Stay. Although professional dedication and pride are relatively high, limited energy and a weak perception of organizational support make work engagement not converted into loyalty to the organization. In the context of organizational transition, attachment to work does not necessarily mean attachment to an institution.

The Influence of the Work Environment on Work-Life Balance

The work environment has a positive and significant effect on work-life balance, even with a relatively low effect strength. A supportive work environment and a relatively controlled workload help maintain energy balance, but limited work time management remains a major obstacle to achieving time balance.

The Effect of Work Engagement on Work-Life Balance

Work engagement has a positive and significant effect on work-life balance. Dedication and meaning of work contribute to energy balance and satisfaction, but are not strong enough to overcome rigid work time constraints. This explains why its influence is significant but limited

The Effect of Work-life Balance on Intention to Stay

Work-life balance is the strongest determinant of Intention to Stay. Energy balance is the main force that maintains the psychological well-being of employees, while time balance is still a weak point. As long as the job still provides greater psychological resources than the sacrifice, employees are likely to stick around.

The Role of Work-Life Balance in Mediating the Influence of the Work Environment on Intention to Stay

Work-life balance partially mediates the influence of the Work Environment on Intention to stay. The work environment increases Intention to stay both directly and through improvements in work-life balance. However, the low perception of organizational support limits the power of this mediation.

The Role of Work-life Balance in Mediating the Influence of Work Engagement on Intention to Stay

Work-life balance mediates the full influence of Work engagement on Intention to stay. Work engagement is only able to increase the intention to survive when accompanied by an adequate work-life balance. Without work-life balance, work engagement risks turning into burnout and leads to long-term loyalty.



CONCLUSION

The results of the study showed that the intention to survive the workforce at Maternity and Children Hospital Type C, North Jakarta, was influenced by the management of the work environment, work engagement, and work-life balance, with work-life balance as the strongest predictor. A conducive work environment has been proven to increase Intention to Stay directly, as well as indirectly through improving work-life balance (partial mediation).

On the other hand, work engagement does not have a direct effect on Intention to Stay, but contributes indirectly through an increase in work-life balance (full mediation). In addition, both the work environment and work engagement have a positive effect on work-life balance, although with a relatively low effect strength.

Overall, these findings confirm that work-life balance stability is a key factor in strengthening the loyalty and survival of the workforce at Maternity and Children Hospital Type C, North Jakarta.

REFERENCES

- Albrecht. (2010). *Handbook of Employee Engagement*.
- Amanda, N., Anindita, R., & Hilmy, M. R. (2021). *Compensation, Job Stress, and Job Satisfaction on Nurse Turnover Intention at Ananda Bekasi Hospital*.
- Bakker, A. B., & de Vries, J. D. (2021). Job Demands–Resources theory and self-regulation: new explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1–21. <https://doi.org/10.1080/10615806.2020.1797695>
- Bakker, A. B., & Demerouti, E. (2017). Job demands-resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285. <https://doi.org/10.1037/ocp0000056>
- Chen, X., Al Mamun, A., Hoque, M. E., Hirwani Wan Hussain, W. M., & Yang, Q. (2023). Work design, employee well-being, and retention intention: A case study of China's young workforce. *Heliyon*, 9(5). <https://doi.org/10.1016/j.heliyon.2023.e15742>
- Clark, S. C. (2000). Work/family border theory: A new theory of work/family balance. *Human Relations*, 53(6), 747–770. <https://doi.org/10.1177/0018726700536001>
- Demerouti, E., Nachreiner, F., Bakker, A. B., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512. <https://doi.org/10.1037/0021-9010.86.3.499>
- Farahani, M. A., Nargesi, S., Saniee, N., Dolatshahi, Z., Heidari Beni, F., &



- Shariatpanahi, S. (2024). Factors affecting nurses retention during the COVID-19 pandemic: a systematic review. In *Human Resources for Health* (Vol. 22, Issue 1). BioMed Central Ltd. <https://doi.org/10.1186/s12960-024-00960-7>
- Goyal, R., & Kaur, G. (2023). Determining the Role of Employee Engagement in Nurse Retention along with the Mediation of Organizational Culture. *Healthcare (Switzerland)*, 11(5). <https://doi.org/10.3390/healthcare11050760>
- Greenhaus, J. H., Collins, K. M., & Shaw, J. D. (2003). The relation between work-family balance and quality of life. *Journal of Vocational Behavior*, 63(3), 510–531. [https://doi.org/10.1016/S0001-8791\(02\)00042-8](https://doi.org/10.1016/S0001-8791(02)00042-8)
- Hadi, S. (1980). *Metodologi Research : Untuk Penulisan, Skripsi, Thesis Dan Disertasi / Sutrisno Hadi*.
- Isbahi, M. B., Zuana, M. M. M., & Toha, M. (2024). The Multi-Social Relation of the Cattle Industry in the Plaosan Subdistrict Animal Market of Magetan Regency. *Malacca: Journal of Management and Business Development*, 1(1), 31–46. <https://doi.org/10.69965/malacca.v1i1.51>
- Luthans, F. (2011). *Organizational behavior : an evidence-based approach*. 574.
- Poku, C. A., Bayuo, J., Agyare, V. A., Sarkodie, N. K., & Bam, V. (2025). Work engagement, resilience and turnover intentions among nurses: a mediation analysis. *BMC Health Services Research*, 25(1). <https://doi.org/10.1186/s12913-025-12242-6>
- Robbins, S. P., & Judge, T. A. (2009). *Orgatonal Behavior : Global and Southern African Perspectives*. 230.
- Tett, R. P., & Meyer, J. P. (1993). Job Satisfication, Organizational Commmitment, Turnover Intention, and Turnover: Path Analyses Based on Meta-Analytic Findings. *Personnel Psychology*, 46(2), 259–293. <https://doi.org/10.1111/J.1744-6570.1993.TB00874.X>
- Theodorus, I., Purwati, W. D., & Hilmy, M. R. (2021). Effect of Perceived Organizational Support and Organizational Justice on Nurses' Work Engagement with Intermediate Factors of Organizational Trust. *International Journal : JMMR (Jurnal Medicoeticolegal Dan Manajemen Rumah Sakit)*, 10(3), 241–254. <https://doi.org/10.18196/jmmr.v10i3.12218>