THE EFFECT OF WORK-LIFE BALANCE ON INTENTION TO STAY MEDIATED BY PSYCHOLOGICAL EMPOWERMENT

Intan Nur Sofia
Faculty of Islamic Economics and Business, IAIN Surakarta, Indonesia
intannursofia160@gmail.com

Walyoto
Faculty of Islamic Economics and Business, IAIN Surakarta, Indonesia
walyoto.colomadu@yahoo.com

Article Info	Abstract
	This study was intended to analyze the effect of supervisor support and job autonomy on the intention to stay. This study also examines the effect of psychological empowerment on the intention to stay. The sampling method used was non-probability sampling with the samples of female nurses in all hospitals in the Sragen Regency. The analysis used the Structural Equation Model (SEM) Software using AMOS 22 to test and estimate the causal relationship of a combination of statistical data and qualitative causal assumption data. The results of the SEM analysis of 187 respondents showed that there was a significant effect of psychological empowerment on supervisor support and intention to stay. However, psychological empowerment cannot bridge the effect of job autonomy and the intention to stay. Furthermore, this study also shows that variable of the supervisor support is the most significant variable in affecting psychological empowerment compared to job autonomy. Thus, the best strategy in increasing the desire of employees to stay in the company is to increase supervisor support and psychological empowerment.

INTRODUCTION

Nowadays, the study on employee empowerment is one gains attention preparing for competition. Employee empowerment provides opportunities for employees to have a career by mobilizing all experience, knowledge, and motivation to produce maximum performance. Hunjra (2011**)** states that empowerment can increase responsibility. Motivation in work increases satisfaction, service quality, loyalty, and productivity to reduce turnover. Hence, every organization should pay attention to the well-being of employees through psychological empowerment.

Smithikrai & Phetkham (2019) added that if individuals are psychologically empowered, they are internally motivated to do a good job.

Danastri (2018) elaborates on several factors affecting employee well-being including genetic factors, personality, subjective satisfaction, and social relationships. Social relations have a strong attachment to the quality of life since it is one of the domains to create a positive quality of life. For employees, this quality of life can be improved by achieving a work-life balance. Iswardhani., et All (2019) argues that work-life balance allows employees to better manage their work and non-work activities. In line with Akbar et all., (2019), organizations with good autonomy can increase psychological empowerment among employees. According to Nesheim et al., (2017), organizations with high autonomy and freedom will create better service quality and encourage employees to develop psychological empowerment. Work autonomy and supervisor support are important part of the concept of employee's work-life balance. Work-life balance is very interesting to study Chiang & Chang 2012), Tourangeau (2014); Ghosh (2013); (Smithikrai & Phetkham, 2019). Especially work-life balance for female workers, it is interesting to study since the number of working women has increased (Raffi, 2020). In addition, women tend to experience multiple role conflicts. Women traditionally have more conflicts due to the number of roles they perform. Married women have their own challenges compared to unmarried women (Adame et al., 2016; Wulandari, 2020).

Supervisor support plays an important role in work-life balance. Ramdhani & Ratnasawitri (2017) added that supervisor support impacts commitment, job satisfaction, positive mood, work involvement, and desire to stay. During the Covid-19 pandemic, hospitals have a vital role in preventing the transmission of the Covid-19 virus. Thus, it is very important to involve nurses as the front line in serving public health for Covid-19 spread prevention. The reason individuals keep working in an organization is the work-life balance (Chiang & Chang 2012). One of the causes for low loyalty is the lack of work-life balance of nurses. This study examined some of the findings of previous studies which show that work-life balance can increase the desire of employees to stay in the company Tourangeau (2014); Ghosh (2013); (Smithikrai & Phetkham, 2019). Some studies show that psychological empowerment can increase the intention to stay (Ghosh et al., 2013); (Aboobaker et al., 2019); (Dian Maulida, 2017); (Rostiana, 2018); (Bester et all., 2012); (Presbitero & Teng-calleja, 2019)

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The Effect of Work Autonomy and Supervisor Support on Psychological Empowerment

The theoretical framework of this study integrates the theory from Maslach and Leiter (1997 in (Greenhaus et al., 2003), theory of the work-life balance Leiter & Maslach, (2003)

explaining that the suitability of an employee with his work in six areas of work-life, including managed workload, control, reward, fairness, sense of community, and harmony between personal and organizational values. Doble & Supriya (2010) have observed several issues regarding child-rearing, the need to balance multiple roles which have consequences on health and family relationships.

Previous researches have discussed work-life balance as a means to increase intention to stay. Important dimensions of work-life balance are job autonomy and supervisor support (Suifan et al., 2016). Rehman & Roomi (2012) added that work autonomy has an important role in achieving a balance of life between work and family. Handayani et all., (2018) state that work autonomy allows employees to have the freedom and flexibility to manage workloads to minimize pressure, fatigue and conflict.

Baloyi et al., (2014) state that supervisors play an important role in meeting the needs of employees by empowering them through work-life balance. Psychological empowerment is an external aspect to be able to succeed in an organization (Hunjra, 2011). Supervisor support and psychological empowerment are very important in fulfilling work-life balance. This is because supervisor support has affect employees who are directly engaged in individual work. Ramdhani & Ratnasawitri (2017) added that supervisor support impacts commitment, job satisfaction, positive mood, work engagement, and desire to stay.

A company with autonomy, freedom, and a conducive work climate increases psychological empowerment. It is in line with empirical studies Akbar et al., (2019), Wang & Lee, (2011) showing that work autonomy has a significant effect on psychological empowerment. This is because strong autonomy increases the opportunity for employees to interpret their duties, encourages intrinsic motivation, and increases work comfort. In a study conducted by Smithikrai & Phetkham (2019), it is assumed that work-life balance, psychological empowerment, and job satisfaction are critical situational factors that can encourage intention to stay. This is also supported by Wulandari (2020) that there are many supporting factors including job satisfaction, external role behavior, organizational support, teamwork support, and superior support.

H_1: Job autonomy has a positive effect on psychological empowerment

H_2: Supervisor support has a positive effect on psychological empowerment

The Effect of Psychological Empowerment on the Intention to Stay

Nursanti et all., (2014**)** state that superior support can create psychological empowerment in employees. Superior support is the feeling obtained when superiors care about their wellbeing, appreciate their contributions, and support their work (Amalia & Handoyo, 2018). A study conducted by Bester et al., (2012) shows that providing employee empowerment can produce

positive experiences related to work, which can increase employee satisfaction and reduce turnover rates. Nimitha et all., (2018) added that there is psychological empowerment in an organization in creating positive emotions in employees. With a higher level of wellbeing in the workplace, it will be reflected in a better intention to stay with the organization. Other studies that support this statement where there is a positive relationship between Psychological empowerment and intention to stay (Dewettinck & Van Ameijde, 2011; Rostiana, 2018)

H_3: Psychological empowerment has a positive effect on the intention to stay

The effect of Job Autonomy and Supervisor Support on the Intention to Stay

Sheemun et all., (2013) consider that work autonomy is a form of freedom and independence as well as organizational support for employees. Based on research conducted by Tang et al., (2016) autonomy serves as an incentive for employees who can increase the desire to stay by showing a high level of involvement in their work. Furthermore, employees with supervisor support will be motivated and have a great concern for the organization. The supervisor support increases the desire of employees to stay in the organization (Liu et all., 2016). Supervisor support can affect the intention to stay (Ramdhani et all., 2017). A study carried out by Wulandari, (2020) adds that supervisor support has the highest impact in developing and increasing satisfaction and the desire to stay in the organization.

H_4: Job autonomy has a positive effect on the intention to stay

H_5: Supervisor support has a positive effect on the intention to stay

METHOD

Population, Sample, and Sampling Technique

The population in this study were all female nurses in Sragen Regency. Determination of the number of samples in this study refers to Hair et al., (2010) regarding the assumption of sample adequacy in a structural equation model, which is 100-200 samples. There are two methods used in questionnaire distribution. They are directly given to the respondents and through the online Google Form. There were 194 Google Form questionnaires filled out and 27 direct questionnaires. A total of 221 questionnaires were collected. However, after selecting the completeness of the respondent's answers, the data deemed worthy of meeting the criteria for analysis were 187 respondents.

In this study, a non-probability sampling technique of purposive sampling was carried out. The researcher considers several factors in selecting members of the population that are considered appropriate in providing the required information. The requirements for sampling include female

nurses, nurses who are married/family breadwinners, and nurses with work experience for at least 2 years.

Data Source

The source of data used in this study was primary data using a questionnaire. The questionnaire used in this study was a closed-ended questionnaire. The researcher has provided answer choices and then the respondent. This study used an interval scale instrument with the agree-disagree scale technique (Ferdinand, 2014).

Data Analysis

The data analysis used in this research is quantitative analysis. This study used Structural Equation Modeling (SEM) analysis with AMOS 22 software.

RESULTS

Descriptive Analysis

Table 1. Cross-tabulation of Respondent's Age and Education

Age			Level of Education		Total
			Diploma	Bachelor's Degree	
1	20-24 Years Old	Person	74	13	87
		%	39.6%	7.0%	46.5%
2	25-29 Years Old	Person	22	11	33
		%	11.8%	5.9%	17.6%
3	30-34 Years Old	Person	24	15	39
		%	12.8%	8.0%	20.9%
5	>35 Years Old	Person	16	12	28
		%	8.6%	6.4%	15.0%
Total		Person	136	51	187
		%	72.7%	27.3%	100.0%

Source: Primary data processing (2021)

Table 1 shows that the number of female nurses who took Diploma education was 72.7%. Meanwhile, nurses who took Bachelor education was 27.3%. The data shows that the age of respondents who are at the peak of nurse work productivity is in the age range of 20-25 years by 46.5%. The nurses in this study have the potential to develop their abilities.

Table 2. Cross Tabulation of Age and Marital Status

Age			Marital Status			Total
			Married	Divorced	Death Divorce	
1	20-24 Years Old	Person	87	0	0	87
		%	46.5%	0.0%	0.0%	46,5%
2	26-30 Years Old	Person	31	2	0	33
		%	16.6%	1.1%	0.0%	17,6%
		Person	35	3	1	39

3	30-34 Years Old	%	18.7%	1.6%	0.5%	20.9%
5	>35 Years Old	Person	21	5	2	28
		%	11.2%	2.7%	1.1%	15,0%
Total		Person	153	28	7	187
		%	93,0%	5.3%	1.6%	100.0%

Source: Primary data processing (2021)

Cross tabulation on age and marital status is shown in Table 2. It shows that respondents aged 20-24 are married by 46.5%, respondents aged 26-30 who are married are 16.6%, respondents aged 30-34 who are married are 18.7%, and respondents aged >35 who are married are 11.2%. Overall, respondents aged 20-24 years dominate respondents who are married.

Table. 3 Cross Tabulation of Marital Status and Respondent's Income

No.	Marital Status	Income			Total
		Married	Divorced	Death Divorce	
1	IDR 1.000.000	66	0	0	66
	%	35.3%	0.0%	0.0%	23.9%
2	IDR 1000.0000-IDR 5.000.000	92	9	1	102
	%	49.2%	4.8%	0.5%	54,5%
3	IDR >Rp.5.000.000	16	1	2	19
	%	8.6%	0.5%	1.1	10,2%
Total %		174	10	3	187
		93,0%	5.3%	1.6%	100.0%

Source: Primary data processing (2021)

The cross-tabulation of age and income is presented in Table 3. It shows that there are 174 married respondents, 10 respondents divorced, and 3 respondents who are death divorced. The majority of divorced people have an income of IDR 1000,0000 - IDR 5,000,000, which are 49.2% and 4.8% respectively. Meanwhile, the majority of respondents with death divorce had an income of > IDR 5,000,000.

Table 4. Cross-tabulation of Respondent's Education and Income

No.	Education		Income			Total
			IDR 1.000.000	IDR 1.000.0000 - IDR 5.000.000	> IDR 5.000.000	
1	Diploma	Person	60	73	3	136
		%	32,1%	39,0%	1,6%	72,7%
2	Bachelor	Person	6	29	16	51
		%	3,2%	15,5%	8,6%	27,3%
Total		Person	66	102	19	187

	%	35,3%	54,5%	10,2%	100.0%

Source: Primary data processing (2021)

Cross-tabulation of education and income is presented in Table 4. The data shows that respondents with an income of IDR 1,000,000 are dominated by respondents who have a Diploma education of 13.3%. Meanwhile, respondents who have an income of IDR 1.000.0000- IDR 5.000.000 are dominated by respondents who have a Bachelor education of 28.7%.

Reliability and Validity

Confirmatory factor analysis shows the average percentage of variance extracted between indicators. It provides an explanation of the summary of convergent indicators. The Average Variance Extracted (AVE) calculated using the loading factor value.

Table 5. Loading Factor, Convergent Validity, Construct Reliability, and Discriminant Validity

Variable and Indicator	Std. Loading (Lambda Value)	Convergent Validity (AVE) ≥0.50	Construct Reliability ≥0.70	Discriminant Validity
Job autonomy		0.523	0.812	0.723
1. Position of authority	0.809			
2. Independence	0.654			
3. Freedom	0.631			
4. Independence at work	0.718			
Supervisor support		0.647	0.917	0.804
1. The trust that supervisors give to employees	0.850			
2. Willing to assist to employees	0.840			
3. Caring for his employees	0.670			
4. Provide constructive input to employees	0.739			
5. Provide positive and accurate information to employees	0.843			
Psychological empowerment		0.621	0.840	0.788
1. Meaning	0.730			
2. Perceived Impact	0.842			
3. Competence	0.677			
4. Self-determination	0.760			

		0.689	0.947	0.830
Intention to stay				
1. Comfort at work	0.767			
2. Do not want to look for another job	0.820			
3. Disinterest in looking for other job vacancies	0.849			
4. Awareness that finding another job is not easy	0.889			

Source: Primary data processing (2021)

Evaluating the Model Estimation based on the Goodness of Fit Criteria

Before evaluating the goodness of fit, the structural model assumptions should meet:

1) The normality test was done with univariate and multivariate normality by seeing the CR value on Skewness or kurtosis is expected to be around ± 2.58 at a significance level of 0.01. In this study, there were two steps to calculate the first normality by cleaning the outliers and cutting some indicators that have a low loading factor value. It can be seen that the multivariate normality test is 3.127 although it has not been reached at 2.58 but is still tolerable because it is close to 2.58.

Table 6. Data Normality

Variable	Min	Max	skew	c.r.	kurtosis	c.r.
JA2	5.000	10.000	-.746	-3.691	.388	.960
SS3	3.000	10.000	-.700	-3.466	.589	1.458
JA4	4.000	10.000	-1.356	-6.713	1.766	4.370
PE2	4.000	10.000	-.607	-3.002	-.028	-.070
PE3	6.000	10.000	-.046	-.227	-.794	-1.965
PE5	4.000	10.000	-.993	-4.913	1.064	2.634
IR4	3.000	10.000	-1.129	-5.591	1.815	4.493
IR2	5.000	10.000	-.528	-2.615	-.138	-.341
SS1	5.000	10.000	-.580	-2.872	.021	.052
SS2	5.000	10.000	-.222	-1.096	-.479	-1.184
SS5	4.000	10.000	-.573	-2.835	.535	1.325
JA3	6.000	10.000	-.244	-1.208	-.709	-1.754
Multivariate					9.454	3.127

Source: Primary data processing (2021)

2) Outlier Evaluation on Mahalanobis

Mahalanobis distance X2(12,0.001) = 32,909 based on the Chi-squares value on the degree of freedom of 12 indicators in this study at a significance level of 0.001.12. The value of Mahalanobis distance X2 (12,0.001) = 32,909. The numbers in the Mahalanobis distance squared are all below 32,909. Thus, they are free from multivariate outlier data.

Table 7. Mahalanobis Distance Value

Observation number	Mahalanobis d-squared	p1	p2
14	27.394	.007	.263
25	25.307	.013	.316
136	24.868	.015	.194
41	24.217	.019	.149
48	22.232	.035	.410
46	22.004	.037	.314
47	20.940	.051	.483
52	20.704	.055	.417
127	20.645	.056	.306
...	...	...	...
...	...	...	...
...	...	...	...
124	9.234	.683	.566

3) Evaluation of multicollinearity and singularity on the determinant of the sample covariance matrix

It is expected that the Determinant of Sample Covariance Matrix stays away from zero and is even better if > 1. Data processing used AMOS 22 software produces a determinant value of the sample covariance matrix of 0.287.

4) Evaluation of goodness of fit (GoF) criteria

Table 8. The Goodness of Fit of Research Model

Goodness of Fit	Cut off Value	Hasil Pengujian	Keterangan
X^2 – Chi-square	58.124	54.849	Fit
Probability	≥ 0.05	0.088	Fit
DF		42	
GFI	≥ 0.90	0.941	Fit
AGFI	≥ 0.90	0.891	Fit
RMSEA	$0.03 - 0.08$	0.046	Fit
CMIN/DF	≤ 2.00	1.306	Fit
NFI	≥ 0.90	0.945	Fit
CFI	≥ 0.95	0.986	Fit
TLI	≥ 0.95	0.978	Fit

Table. 9. Standardized Regression Weights

	Estimate	S.E	C.R	P	Description

Job autonomy→ Psychology empowerment	.052	.282	.183	.854	Rejected
Supervisor support → Psychology empowerment	.757	.190	3.979	***	Accepted
Psychology empowerment→ Intention to stay	.437	.168	2.604	.009	Accepted
Job autonomy → Intention to stay	.718	.307	2.337	.019	Accepted
Supervisor support→ Intention to stay	-.129	.253	-.512	.609	Rejected

a. The results of the H_1 test show a *p* of 0.854. It does not meet the criteria of <0.05 and the C.R is 0.183 which does not meet the criteria since it is <1.96. Thus, H_1 is rejected. Job autonomy has no significant effect on psychological empowerment of 0.036.

b. The results of the H_2 test show a *p* of ***. This meets the criteria of <0.05 and a C.R of 3,978 which has met the criteria for >1.96. Thus, H_2 is accepted. It can be concluded that in the second hypothesis, there is strong empirical evidence to reject the null hypothesis (H_0). Therefore, supervisor support has a positive and significant effect on psychological empowerment of 0.775.

c. The results of the H_3 test show a *p* of 0.009. This has met the criteria of <0.05 and a C.R of 2.604 which has met the criteria for >1.96. Thus, H_3 is accepted. It can be concluded that in the third hypothesis, there is strong empirical evidence to reject the null hypothesis (H_0). Therefore, psychological empowerment has a positive and significant effect on the intention to stay at 0.460

d. The results of the H_4 test show a *p* of 0.019. This has met the criteria of <0.05 and a C.R of 2.337 which has met the criteria for >1.96. Thus, H_4 is accepted. It can be concluded that in the fourth hypothesis, there is strong empirical evidence to reject the null hypothesis (H_0). So, job autonomy has a positive and significant effect on the intention to remain significant at 0.527.

e. The results of the H_5 shows a *p* of 0.609. This does not meet the criteria of <0.05 and a C.R of -0.512 which does not meet the criteria because it is >1.96. Thus, H_5 is rejected. Thus, it can be concluded that in hypothesis five, there is strong empirical evidence to accept the null hypothesis (H_0).

Table 10. Summary of the Results of Research Hypothesis

No	Hypothesis	Description
1	The higher level of job autonomy of the nurse, the more psychological empowerment felt by the nurse	Rejected
2	The more the supervisor support, the more the psychological empowerment	Accepted
3	The more the psychological empowerment, the more the intention to stay	Accepted
4	The higher level of job autonomy, the more the intention to stay	Accepted
5	The more the supervisor support, the more the intention to stay	Rejected

DISCUSSION

The results of this study revealed that job autonomy has no significant relationship with psychological empowerment. This study is in line with Akbar et al., (2019) who explains that psychological empowerment shows the role of mediator for job autonomy although it is not significant. Conceptually, empowerment is all efforts to provide autonomy, trust the subordinates, and encourage employees to be creative in order to complete their work well. However, when a nurse has the authority/freedom to do their job, but on the other hand does not feel happy or even comfortable with the job, the nurse indirectly cannot feel psychological well-being.

This study measures that supervisor support has a positive and significant effect on psychological empowerment. Supervisor support given to employees can significantly improve employee psychological well-being. In this case, the supervisor plays an important role in meeting the needs of employees, one way is by empowering them through work-life balance. Supervisor support and psychological empowerment are very important in fulfilling work-life balance. Therefore, the quality of the relationship between subordinates and supervisors greatly affects the potential for job burnout (Yang et al., 2016). Wulandari (2020) revealed that support from supervisors is very important in helping employees to achieve job satisfaction and to prevent depression.

Psychological empowerment has a positive and significant effect on the intention to stay. This means that an employee who feels that their job will automatically create prosperity at work. Thus, it is possible that the employee be loyal to the organization. This study is in line with Hunjra (2011**)** that empowerment can increase responsibility and motivation at work, increase satisfaction, service quality, loyalty, and productivity that reduce turnover. Nimitha et all., (2018) added that there is psychological empowerment in an organization in creating positive emotions in employees. With a higher level of well-being in the workplace, it will be reflected in a better intention to stay with the organization.

In addition, job autonomy also has a positive and significant influence on the intention to remain. This shows that employees who already have authority in their work and feel happy with their work can increase the employee's intention to stay. This study is in line with the results of the study of Sheemun et all., (2013) that considers that work autonomy as freedom and independence can increase interest in settling in the workplace. In addition, the research of Tang et al., (2016) states that autonomy serves as an incentive for employees who can increase the intention to stay by showing a high level of engagement in work.

On the other hand, this study shows something different from usual. This is because supervisor support has no significant effect on the intention to stay. In Wulandari's research, (2020) there are other factors that can affect the intention to stay. One of the most dominant variables is compensation or other benefits. When an employee already has support from supervisors, but on the other hand is faced with financial problems with a low salary, it will be possible that the employee will leave the job. This research is in line with the research of Shalihah & Azzuhri (2018) that supervisor support can increase job satisfaction that has no significant effect on the intention to stay.

CONCLUSION AND SUGGESTION

Empirically, the concept developed in this study inspires several strategies that could be a solution in increasing the intention to stay. One of the best strategies to increase the intention to stay is influenced by the psychological empowerment they have, where the psychological empowerment of the nurse is assisted by the support from the supervisor. Based on the strategy revealed in this study, the increase in the intention to stay is driven by psychological empowerment, in which nurses feel support from direct superiors, helped in work, taken care of, and comfortable at work. Supervisor support is expected to increase meaningfulness and openness in work, increase employee competence and self-confidence. It is believed that this causes employees to stay in the organization.

The sample in this study were nurses from the Sragen Regency. The results in this study showed that job autonomy has no effect on psychological empowerment. This study also revealed that supervisor support has no effect on the intention to stay. They contradict the research hypothesis. Thus, for further purposes, it is necessary to consider developing the concept of employee intention to stay by using different variables from this study.

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