

**THE EFFECT OF WORK OVERLOAD AND WORK-FAMILY CONFLICT ON
JOB EMBEDDEDNESS WITH EMOTIONAL EXHAUSTION AS A MEDIATING
VARIABLE AND COWORKER SUPPORT AS A MODERATION VARIABLE**



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Abstract

Nurses play a crucial role in the internal operations of the hospital, offering patients care, attention, assistance, and support. One of the most crucial things for hospitals to pay attention to is working hours since if neglected, it will lead to nurses feeling under pressure at work, making it difficult for them to spend time with their families. If the two issues are properly handled, the employment attachment of nurses may also decline. This type of research method uses the quantitative explanation research method as a causal approach to the influence of work overload and work-family conflict on job embeddedness, with emotional exhaustion as a mediating variable and coworker support as a moderation variable in nurses at Islam PKU Muhammadiyah Hospital Tegal Regency. 96 inpatient nurses who responded to a questionnaire made up the study sample. SEM was used as the approach for data analysis in this investigation. According to the findings of this study, work stress and work-family conflict considerably impact emotional exhaustion. Furthermore, work overload, work-family conflict, and emotional exhaustion have no significant effect on job embeddedness. Additionally, the association between work overload and work-family conflict, and job embeddedness is unaffected by emotional exhaustion as a mediator and co-worker support as a moderation variable.

Keywords: Work Overload, Work-Family Conflict, Emotional Exhaustion, Co-worker Support, Job Embeddedness

INTRODUCTION

One way to improve the quality of organizations that focus on health is to utilize human resources efficiently by paying attention to the work time patterns of the employees and their impact on the quality of performance. According to WHO, (2020), health workers contribute up to 80% to the success of health development. Because health workers are the driving wheel and provider of health services. However, a person who works in a healthcare institution faces several issues, including inappropriate salary and compensation, job responsibilities, including patient care, and unsuitable working hours for employees who also need personal time to fulfill their role in the family (Maulidy & Ratnawati, 2023). These factors have undermined their perception that working in the health sector will bring them tremendous well-being on both a financial and non-financial level, which lowers job embeddedness. Work engagement is related to the positive work of the mind which is characterized by passion, dedication and absorption (Szilvassy & Širok, 2022). Individuals who are involved in work consider all of these things to be fun, not things that burden them.

The degree to which a person is attached to or embedded in their work and the organization in which they work shows the complexity of life within the company because it is influenced by both on-the-job and off-the-job circumstances (Kumar & Shazania, 2021). However, when employees experience issues such as an excessive workload and conflicts between roles specifically, an unequal division of work and family roles job embeddedness can also decline, leading to emotional exhaustion.

In the world of health, nurses can experience emotional fatigue when they work in an unhealthy organizational environment, lack of management support, and an environment that cannot adapt to changes (Cabarcos, Carballeira, dan Soto, 2021). Heavy workloads and conflicts over how a person divides their responsibilities between work and family also impact emotional exhaustion, according to (Kumar & Shazania, 2021). If it persists, it will lower employee retention rates and performance standards.

Work overload is one of the main factors in research related to work stress. The quantity of work is one of the many aspects of job demands, according to (Chernyak-Hai, Fein, Skinner, Knox, & Brown, 2021) explanation. Other aspects include time pressure (tight deadlines), high work pace, and others (work overload). Work overload tends to

double influence conflicts in the world of work, namely increasing working hours and providing feelings of tension and fatigue.

Work-family conflict is sometimes referred to as a “dual role conflict,” in which the demands of the roles in the work and family domains collide (Safrizal et al., 2020, dan Haddock et al., 2017).

REVIEW OF LITERATURE

Workload (Work Overload)

Work overload is caused by a significant increase in the volume of tasks compared to the previous workload but not an increase in the amount of time required to accomplish each task. Kimura, Bande, dan Ferrin (2018) explain that a person with a job overload will feel as though they have a huge obligation to the organization by taking into account the limited time, the level of expertise held, and several other challenges.

In addition, Naru & Rehman, (2020) provide examples of work overload, including long work hours, demands for overtime, performing tasks above one’s capacity, and timeliness expectations. A person who consistently receives excessive task assignments and no help from the company will have negative effects, such as increasing physical and mental exhaustion, workplace stress, and anxiety to the point where they feel like leaving the company.

Work-Family Conflict

Kossek & Lee, (2017) introduced the concept of Work-Family Conflict. Kossek & Lee, (2017) described the work-family conflict as a role conflict in which the demands of work and family conflict. It indicates that the two roles cannot cooperate to accomplish their responsibilities, which limits a person’s capacity to handle problems in a way that is most detrimental to one or both roles.

According to Kossek & Lee, (2017), there are three main types of work-family conflict: strain-based conflict, which is when there is a problem fulfilling one of its roles and tension results; behavior-based conflict, which is a conflict that arises due to the discrepancy of behavior, such as using the time available only to fulfill obligations in his work so that his role in the family cannot be resolved; and finally, time-based conflict (work).

Emotional Exhaustion

Described by Khan et al., (2021) as “emotionally excessive feelings as well as fatigue from the work that a person has, which is then manifested by physical exhaustion as well as psychologically and emotionally drained feelings,” emotional exhaustion is the result of both emotional excess and fatigue from one’s work. On the other hand, (Kosanke, 2019) defined emotional exhaustion as a condition of depleted energy brought on by excessive emotional demands made by someone dealing with the client.

According to Darekar et al., (2019) exhaustion has three primary elements: depersonalization, decreasing personal accomplishment, and emotional weariness. Lack of energy and the perception that one’s emotional reserves have been depleted are the hallmarks of emotional weariness. Depersonalization is the term used to describe unethical actions towards clients and lowered self-esteem demonstrated by someone who feels ineffective and successful at work.

The theory of the conservation of resources model was used to develop the concept of emotional exhaustion. According to this theory, emotional exhaustion happens when a person has lost his resources, is threatened with losing perceived resources, has insufficient resources to meet the demands of his work, or has sacrificed old resources that were owned as resource investments but did not receive new resources (Hobfoll, 1988 dalam Liu dan Yu, 2019). Intentional resources, including social support, chances for bettering employment, involvement rates in decision-making, the level of autonomy, and the connection between the conduct and its outcomes, such as rewards, are also added by (Darekar et al., 2019).

Co-Worker Support

The degree to which employees trust their coworkers to foster a spirit of cooperation in resolving workplace issues is known as coworker support (Sellar & Arulrajah, 2018). De Clercq et al. (2020) also said that co-worker support is an action taken by employees to support one another in solving their work problems.

Mcmullan, (2017) explain that social support (including support between fellow colleagues) can positively influence employees, such as providing peace of mind in work that has an impact on reducing stress levels in employees. According to the COR Theory, co-workers’ support significantly lowers employees’ dissatisfaction with how their

company runs and replenishes power reserves that have already been spent (De Clercq et al., 2020).

Mcmullan, (2017) share the support of colleagues into two parts based on their function, namely support of an emotional and instrumental nature. Emotional support is conceptualized as caring based on personal friendship and care, such as expressing sympathy for respect or trust in fellow employees (Shin, Hur, dan Choi 2020). Shin, Hur, and Choi (2020) also explained instrumental support, where this support refers to a tangible form of assistance, such as providing physical or material assistance, resources or directions, or knowledge necessary for the work.

Job Embeddedness

Job attachment can be defined as a general perception of attachment to the organization, including the factors that motivate employees to remain in the organization. (Watson, 2018 in a study conducted by Ferreira (2017), mentioned factors such as the relationship between colleagues and work activities in them, adaptation to the culture of the organization, as well as perceptions of what employees will lose if they leave their jobs.

Yam, Raybould, dan Gordon (2018) explain that job embeddedness describes the extent to which employees feel trapped, connected, or attached to the work they do, where things this complex to today's life, by including the organizational dimension (on-the-job) and the community dimension (off-the-job). According to Fasbender et al., (2019), job embeddedness is divided into three aspects: Link in the form of formal or informal relationships formed from relationships between employees or the relationship between employees with each relationship with the organization they occupy. Fit is the suitability that employees feel towards the organization and its environment. Fit includes personal values, career goals, and future work plans. A sacrifice is a form of perception of a person who will get risks, both material and non-material risks when they die from the organization in which they work.

Based on the problems that have been mentioned, the depiction of this research will be compiled in a research model as follows:

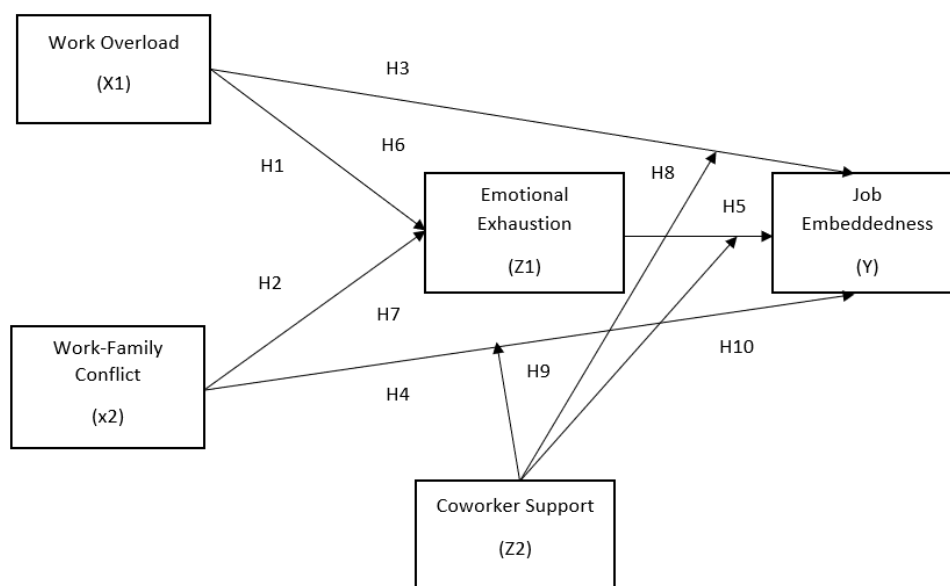


Figure 1

Research Model

Source : Processed by Researchers, (2022)

RELATIONSHIP BETWEEN VARIABLES

The Effect of Work Overload on Emotional Exhaustion

The conservation of resources theory can be used to analyze the connection between work overload and emotional tiredness. According to the theory, a person must invest his existing resources to acquire new ones. Emotional exhaustion sets in when a person's personal resources run out and they do not receive the resources they anticipated in exchange for their investment. One of the causes of the drain of resources is work overload. Employees then manage demands by providing additional time and energy, resulting in emotional exhaustion when time and energy are already depleted (Trzebiatowski & Triana, 2020).

The main causes of emotional exhaustion are interpersonal disputes at work, micromanagement, and having too many things to complete (Maslach dan Leiter, 2008 dalam Alyamy dalam Sau Cheong, 2020). Employees will experience some effects when given job expectations that are above their capacity and resources, according to Lee et al., (2020) including physical and psychological (emotional) exhaustion.

H1: Work Overload positively and significantly affects Emotional Exhaustion for nurses.

The Effect of Work-Family Conflict on Emotional Exhaustion

Work-family conflict occurs due to several work activities that affect their role in the family. Wang et al. (2019) explain that employees who have work-family conflict are closely related to emotional exhaustion, where when someone expends internal resources to resolve both roles faced (work-family). Employees are at risk in the form of tension, stress, and emotional fatigue when they have to fulfil both roles (work-family) nearby, especially if they have problems. In addition, employees are also concerned if their abilities and resources cannot be sufficient to cope with the demands on both roles (work-family) so that they will be more inclined to carry out or maximize one of the roles (work) in order to avoid emotional fatigue. Abd Razak et al., (2019) in their research, proved a significant relationship between work-family conflict and emotional exhaustion.

H2: Work-Family Conflict positively and significantly affects Emotional Exhaustion for nurses.

The Effect of Work Overload on Job Embeddedness

According to COR theory, when employees are asked to handle such a heavy job, their resources, such as energy, time, and emotions, will gradually be depleted and fatigued. The appearance of work conflicts, exhaustion, and stress, which finally cause the employee's attachment to his work to decline, are severely impacted by depleted resources (Qaiser, Gulzar, Hussain, dan Shabbir, 2015 dalam Khorakian, Nosrati, dan Eslami, 2018). According to the job demand resources model, work overload is the main factor contributing to the rise in job demand and is a barrier to employee retention (Kumar & Shazania, 2021). According to research by Kumar & Shazania, (2021) an ever-increasing workload has a negative impact on employees' declining connection to the activities they perform, leading this study to argue that work overload impairs job embeddedness.

H3: Work Overload has a negative and significant effect on Job Embeddedness for nurses.

The Effect of Work-Family Conflict on Job Embeddedness

A work-family conflict is a conflict between roles related to imbalances in handling job demands and family roles (Cheng dan Chang, 2016 dalam Khorakian, Nosrati, dan Eslami, 2018). According to (Hobfoll, Halbesleben, Neveu, & Westman, 2018), handling tension and mental stress puts resources at peril when work-family disputes arise. It affects roles' declining quality, people's self-sacrifice to avoid being bound to their jobs, and

concurrently rising resignation rates. Khorakian, Nosrati, and Eslami (2018) have different perspectives that work-family conflict causes unbalanced results in the workplace and personal life so that a person becomes unbalanced and fits his job. Research conducted by Putriwulandari Et Al., (2018) shows that work-family conflict does not affect job embeddedness. However, research conducted by Kumar & Shazania, (2021) explained that work overload has a stronger influence in reducing the level of job embeddedness in employees than the relationship between work-family conflict and job embeddedness.

H4: Work-Family Conflict negatively and significantly affects Job Embeddedness for nurses.

The Influence of Emotional Exhaustion on Job Embeddedness

According to Kumar & Shazania, (2021) workers who feel comfortable at work are more likely to stay put and adapt to their workplace. In contrast, workers who do not feel comfortable are more likely to leave the company or abandon their jobs. Because they cannot get over their emotional challenges and their damaged relationships with coworkers and organizations, employees lose their commitment and attachment to their work. According to Self et al., (2022) workers with low work attachments may exhibit poor work attitudes by being tardy, absent, or desire to quit their jobs. Kumar & Shazania, (2021) emphasizes that employees with high levels of stress and emotional fatigue find that personal values, career goals, and skills are incompatible with the demands of the work and organizational culture.

H5: Emotional Exhaustion has a negative and significant effect on Job Embeddedness for nurses.

The Effect of Emotional Exhaustion Mediation on Work Overload Relationships on Job Embeddedness

The number of jobs tasks and demands from the organization to improve competence make employees work harder to maximize organizational demands. However, both demands are also limited by time, so they must sacrifice their resources (such as energy and time). Organizations that place too much emphasis on their orientation toward achieving their goals, particularly small companies still striving to develop them, frequently need to pay more attention to the factors that motivate people to stay dedicated to their jobs. Employees who cannot handle many work tasks may feel stressed out for a

long time. In addition, if the organization does not care about how its employees feel, they will be more willing to withdraw from the assigned tasks and resign.

Kumar & Shazania, (2021) also explains that as a psychological reaction to the stress they are under, employees who are unable to handle their jobs' high demands will exhibit emotional distress symptoms. Additionally, workers who experience stress will feel that their values, ambitions, and abilities do not align with those of their jobs, which will cause them to avoid unfavorable work environments.

H6: Emotional Exhaustion mediates the relationship between Work Overload and Job Embeddedness towards nurses.

The Effect of Emotional Exhaustion Mediation on Work-Family Conflict Relationships on Job Embeddedness

The number of work activities and obligations of a person in fulfilling their family role is prone to experience psychological stress and fatigue due to difficulty dividing the two roles (work and family). In line with Bakker & Demerouti, (2017), employees who cannot allocate time and energy to maximize their roles in work and family tend to experience emotional exhaustion. Employees who are unable to handle or avoid the emotional exhaustion they experience find it difficult to bond with their jobs because they are unable to put their skills to use in carrying out duties. They also have a tendency to sacrifice important things in order to avoid unpleasant experiences brought on by the conflict between their two roles work and family at work.

H7: Emotional Exhaustion mediates the relationship between Work-Family Conflict and Job Embeddedness towards nurses.

The Effect of Coworker Support Moderation on Work Overload Relationships on Job Embeddedness

Qaiser et al., (2022) give the idea that excessive workload and various other negative activities impact emotional fatigue even though there is a working relationship that moderates the relationship between the two. Social support (including support between colleagues) can help employees to adapt to various work problems and family roles.

H8: Co-worker Support moderates the relationship between Work Overload and Job Embeddedness towards nurses.

The Effect of Coworker Support Moderation on Work-Family Conflict Relationships on Job Embeddedness

Treuren, (2019) shows that work-family conflict with emotional exhaustion will decrease with the support of superiors, colleagues, and organizations. It is explained that when an employee does not trust colleagues, it is expected to provide positive reciprocity so that employees who have shared their problems with colleagues can assist the employee. From various existing studies, the support of colleagues and supervisors is widely used to moderate the relationship of stress roles in work with emotional fatigue.

H9: Co-worker Support moderates the relationship between Work-Family Conflict and Job Embeddedness towards nurses.

The Effect of Coworker Support Moderation on Emotional Exhaustion Relationships on Job Embeddedness

Social support, such as support from colleagues, can reduce the psychological pressure employees receive when they get problems at work. COR theory explains that the support of colleagues is one of the advantages obtained when someone works in a good organization, which helps a person to adjust to the stimulus that causes stress as well as tension, and co-workers' support is used as a moderator in various relationships related to work stress and fatigue emotional (Qaiser et al., 2022).

H10: Co-worker Support moderates the relationship between Emotional Exhaustion and Job Embeddedness towards nurses

RESEARCH METHOD

The researchers use quantitative research with an explanation research method approach. Explanation research is a method that explains research using causal relationships. The purpose of this method of determining causal relationships is to determine the shape of variable relationships, which explains how independent variables such as work overload and work-family conflict act as variables that cause, while dependent variables such as job embeddedness act as variables that result. Additionally, a moderating co-worker support variable moderates the relationships between work overload, work-family conflict, and emotional exhaustion of job embeddedness, as well as an intervening emotional exhaustion variable mediating the relationship between work

overload and job embeddedness. In addition, the method of the sampling process using data collection and focusing on the results of hypothesis testing following the criteria to be tested. The samples were taken by simple random sampling method.

The inpatient department at one of the Tegal Regency Hospitals was run by nurses who worked with the study population with a total population of 246 nurses. When population behavior is unclear, the researchers use sample approaches like the Slovin sampling method (Isip, 2021). As a result, 96 nurses participated in this study.

RESULTS AND DISCUSSION

This study was conducted to determine the perceptions of nurses who have work overload, work-family conflict, emotional exhaustion, co-worker support, and job embeddedness in daily life either directly or indirectly. After distributing the questionnaire through a google form, researchers reached 96 nurses who worked at the Islam PKU Muhammadiyah Hospital, Tegal Regency. Based on the number of nurses as respondents according to gender, it is known that nurses with male gender have a percentage of 18.8% while the female sex has a percentage of 81.2%. Then based on the last education, the number of nurses with the last D3 education has a percentage of 66.7%, and nurses with the last S1 education has a percentage of 33.3%. In the working period, the percentage of the number of nurses with a length of service of less than one year is 18.8%. The length of the service period of one to three years has a percentage of 30.2%, a service period of four to six years has a percentage of 13.5%, a length of service of seven to nine years of 7.3% and a period of service of more than nine years at 30.2%.

Table 1
Respondent Data

	Total	Percentages
Number of Samples	96	100%
Gender		
Man	18	18.8%
Woman	78	81.2%
Recent Education		
D3	64	66.7%
S1	32	33.3%
Length of Service		
<1 Year	18	18.8%
1-3 Years	29	30.2%
4-6 Years	13	13.5%
7-9 Years	7	7.3%
>9 Years	29	30.2%

Source: Primary Data Processed, 2022

Convergent Validity

Convergent validity aims to determine the validity of each relationship in each indicator contained in each indicator to be studied. Extreme loading values in each indicator are work overload, work-family conflict, emotional exhaustion, co-worker support, and job embeddedness. There are two indicators of work overload, one indicator of work-family conflict (trust), one indicator of co-worker support (emotional support), and two indicators of job embeddedness (link) with a loading factor value of < 0.5, namely WO3.WO4, WFCT5, CSE1, JEL1, and JEL4.

Table 2
Outer Loading Before Elimination

Indicators	Loafing Factors	Information
CSE1	0.403 < 0.5	Elimination
CSE2	0.652 > 0.5	Remain
CSE3	0.695 > 0.5	Remain
CSE4	0.788 > 0.5	Remain
CSE5	0.799 > 0.5	Remain
CSE6	0.798 > 0.5	Remain
CSI1	0.819 > 0.5	Remain
CSI2	0.817 > 0.5	Remain
CSI3	0.589 > 0.5	Remain
CSI4	0.803 > 0.5	Remain

CSI5	0.839	> 0.5	Remain
EE1	0.864	> 0.5	Remain
EE2	0.831	> 0.5	Remain
EE3	0.907	> 0.5	Remain
EE4	0.752	> 0.5	Remain
JEF1	0.619	> 0.5	Remain
JEF2	0.762	> 0.5	Remain
JEF3	0.785	> 0.5	Remain
JEF4	0.806	> 0.5	Remain
JEF5	0.821	> 0.5	Remain
JEL1	0.184	< 0.5	Elimination
JEL2	0.670	> 0.5	Remain
JEL3	0.585	> 0.5	Remain
JEL4	0.234	< 0.5	Elimination
JEL5	0.752	> 0.5	Remain
JES1	0.629	> 0.5	Remain
JES2	0.758	> 0.5	Remain
JES3	0.659	> 0.5	Remain
JES4	0.708	> 0.5	Remain
JES5	0.727	> 0.5	Remain
WFCB1	0.737	> 0.5	Remain
WFCB2	0.606	> 0.5	Remain
WFCB3	0.743	> 0.5	Remain
WFCB4	0.727	> 0.5	Remain
WFCS1	0.797	> 0.5	Remain
WFCS2	0.797	> 0.5	Remain
WFCS3	0.763	> 0.5	Remain
WFCS4	0.755	> 0.5	Remain
WFCT1	0.614	> 0.5	Remain
WFCT2	0.788	> 0.5	Remain
WFCT3	0.643	> 0.5	Remain
WFCT4	0.612	> 0.5	Remain
WFCT5	0.452	< 0.5	Elimination
WO1	0.813	> 0.5	Remain
WO2	0.839	> 0.5	Remain
WO3	0.384	< 0.5	Elimination
WO4	0.339	< 0.5	Elimination
WO5	0.708	> 0.5	Remain

Source: Primary Data Processed, 2022

Convergent validity that is not yet valid needs to be eliminated and retested or re-identified. After elimination, the results of the loading factor value on all indicators > 0.5 , so it can be concluded that all indicators have met convergent validity.

Table 3
Outer Loading After Elimination

Indicators	Loading Factors		Information
CSE2	0.636	> 0.5	Valid
CSE3	0.700	> 0.5	Valid
CSE4	0.792	> 0.5	Valid
CSE5	0.791	> 0.5	Valid
CSE6	0.801	> 0.5	Valid
CSI1	0.837	> 0.5	Valid
CSI2	0.832	> 0.5	Valid
CSI3	0.578	> 0.5	Valid
CSI4	0.805	> 0.5	Valid
CSI5	0.845	> 0.5	Valid
EE1	0.864	> 0.5	Valid
EE2	0.832	> 0.5	Valid
EE3	0.908	> 0.5	Valid
EE4	0.748	> 0.5	Valid
JEF1	0.618	> 0.5	Valid
JEF2	0.767	> 0.5	Valid
JEF3	0.784	> 0.5	Valid
JEF4	0.808	> 0.5	Valid
JEF5	0.828	> 0.5	Valid
JEL2	0.679	> 0.5	Valid
JEL3	0.591	> 0.5	Valid
JEL5	0.757	> 0.5	Valid
JES1	0.624	> 0.5	Valid
JES2	0.752	> 0.5	Valid
JES3	0.649	> 0.5	Valid
JES4	0.702	> 0.5	Valid
JES5	0.731	> 0.5	Valid
WFCB1	0.748	> 0.5	Valid
WFCB2	0.621	> 0.5	Valid
WFCB3	0.743	> 0.5	Valid
WFCB4	0.729	> 0.5	Valid
WFCS1	0.800	> 0.5	Valid
WFCS2	0.795	> 0.5	Valid

WFCS3	0.750	> 0.5	Valid
WFCS4	0.771	> 0.5	Valid
WFCT1	0.620	> 0.5	Valid
WFCT2	0.785	> 0.5	Valid
WFCT3	0.652	> 0.5	Valid
WFCT4	0.605	> 0.5	Valid
WO1	0.818	> 0.5	Valid
WO2	0.834	> 0.5	Valid
WO5	0.749	> 0.5	Valid

Source: Primary Data Processed, 2022

Construct Validity

The validity of the construct shows how well the results obtained from using one measurement according to the theories used to define a construct (Hartono, 2008 in Rasyid, 2019). The measurement of construct validity can be seen from the results of the AVE value. Construct validity is considered valid if the AVE value is >0.5 (Purwanto et al., 2020). Based on the calculations that have been carried out, the AVE value of each variable studied is 0.642, 0.527, 0.516, 0.588. Furthermore, 0.716, where all these numbers are more than 0.5, all the variables in this study are valid.

Table 4
Average Variance Extracted (AVE)

	Average Variance Extracted (AVE)	Information
Work Overload	0.642	Valid
Work-Family Conflict	0.521	Valid
Emotional Exhaustion	0.516	Valid
Coworker Support	0.588	Valid
Job Embeddedness	0.716	Valid

Source: Primary Data Processed, 2022

Discriminant Validity

Discriminant validity relates to the principle that different constructs should not be highly correlated (Rasyid, 2019). The discriminant validity test was assessed based on the construct's cross-loading measurement. Another method to assess discriminant validity is to compare the AVE root for each construct with the correlation between the construct and other constructs in the model (Rasyid, 2019). It is known that each indicator on the work overload, work-family conflict, emotional exhaustion, coworker support, and job

embeddedness variables has a higher cross-loading value than the other variable indicators (constructs). So, the indicators used in this study have better discriminant validity than other construct indicators.

Table 5
Cross Loading Values

	M(Z2)	Z1	Y	X2	X1
CSE2	0.636	0.274	0.347	0.066	0.097
CSE3	0.700	0.158	0.293	-0.005	0.071
CSE4	0.792	0.026	0.278	-0.108	-0.024
CSE5	0.791	0.153	0.259	0.066	0.140
CSE6	0.801	0.074	0.304	-0.040	0.008
CSI1	0.837	0.051	0.516	-0.016	-0.026
CSI2	0.832	-0.002	0.523	-0.023	-0.015
CSI3	0.578	0.135	0.317	0.128	0.145
CSI4	0.805	0.073	0.385	0.098	0.050
CSI5	0.845	0.020	0.554	-0.052	-0.015
EE1	0.088	0.864	0.042	0.699	0.586
EE2	0.062	0.832	-0.038	0.543	0.494
EE3	0.077	0.908	-0.002	0.602	0.507
EE4	0.185	0.748	0.036	0.473	0.306
JEF1	0.266	-0.071	0.618	-0.088	-0.242
JEF2	0.303	-0.105	0.767	-0.179	-0.210
JEF3	0.281	-0.153	0.784	-0.225	-0.208
JEF4	0.346	-0.019	0.808	-0.135	-0.185
JEF5	0.330	-0.041	0.828	-0.156	-0.152
JEL2	0.507	0.140	0.679	0.023	0.007
JEL3	0.441	0.032	0.591	-0.054	-0.019
JEL5	0.312	0.050	0.757	-0.111	-0.042
JES1	0.318	0.171	0.624	0.087	0.172
JES2	0.427	-0.048	0.752	-0.078	-0.018
JES3	0.495	0.082	0.649	-0.110	-0.066
JES4	0.336	0.049	0.702	-0.104	-0.031
JES5	0.285	-0.047	0.731	-0.082	-0.133
WFCB1	0.122	0.552	-0.111	0.748	0.444
WFCB2	0.021	0.372	-0.029	0.621	0.338
WFCB3	0.083	0.522	0.074	0.743	0.493
WFCB4	0.066	0.574	-0.092	0.729	0.444
WFCS1	-0.145	0.500	-0.229	0.800	0.504
WFCS2	-0.088	0.637	-0.083	0.795	0.521
WFCS3	0.003	0.633	-0.056	0.750	0.630
WFCS4	-0.016	0.551	-0.196	0.771	0.439

WFCT1	-0.050	0.243	-0.232	0.620	0.327
WFCT2	0.034	0.539	-0.028	0.785	0.628
WFCT3	0.024	0.335	-0.178	0.652	0.454
WFCT4	0.034	0.359	-0.015	0.605	0.467
WO1	0.054	0.422	-0.127	0.551	0.818
WO2	0.070	0.467	-0.095	0.533	0.834
WO5	-0.013	0.491	-0.064	0.513	0.749

Source: Primary Data Processed, 2022

Composite Reliability

Composite reliability is used to test the value of the reliability of indicators on a variable. Composite reliability is said to be good if the value is greater than 0.7. Then, it can be said to be reliable (Herwanti, Titiek; Irwan, 2017). The composite reliability value for each indicator on the work overload, work-family conflict, emotional exhaustion, co-worker support, and job embeddedness variables has a composite reliability value > 0.7, where each variable produces a number of 0.934. 0.843. 0.928. 0.932. 0.905. So, all the variables in this study are reliable.

Table 6
Composite Reliability Values

	Composite Reliability	Information
Work Overload	0.934	Reliable
Work-Family Conflict	0.843	Reliable
Emotional Exhaustion	0.928	Reliable
Coworker Support	0.932	Reliable
Job Embeddedness	0.905	Reliable

Source: Primary Data Processed, 2022

R-Square Model Testing

A goodness of fit test for PLS models is the R-square value. Changes in the value of R-squares can be used to gauge whether or not specific independent latent factors have a significant impact on the latent dependent variables (Purwanto et al., 2020). Emotional tiredness can be explained by the variables work overload and work-family conflict by 51.2%, while job embeddedness is influenced by or can be explained by four variables by 30.1%. However, other factors can account for the remaining data.

Table 7
R-Square Values

	R-Square
Emotional Exhaustion	0,512
Job Embeddedness	0,301

Source: Primary Data Processed, 2022

Goodness of Fit

The goodness of fit tests the suitability between the results of observations and the frequency obtained based on the expectation value. GoF values have a range between 0 to 1 with interpretations of 0.1 (small GoF), 0.25 (moderate GoF), and 0.36 (large GoF) (Law & Breznik, 2017).

Table 8
Goodness of Fit Values

	Average Variance Extracted (AVE)	R ²
X1	0.642	
X2	0.521	
Y	0.516	0.301
Z1	0.706	0.512
Average	0.596	0.407
Gof	0.49	

Source: Primary Data Processed, 2022

From the calculation results of the variable above, a GoF value of 0.49 was obtained and included in the large GoF category. Thus, the results of observations with the frequency obtained based on the expectation value are appropriate.

Hypothesis Test Results

Researchers tested the relationship between work overload and work-family conflict on job embeddedness with emotional exhaustion as a mediating variable and co-worker support as a moderation variable.

Table 9
Path Coefficient

	Original Sample	T Statistics (O/STDEV)	P Values	Information
Hypothesis 1 X1->Z	0.200	2.073	0.039	Significant
Hypothesis 2 X2->Z	0.567	5.003	0.000	Significant
Hypothesis 3 X1->Y	-0.156	1.049	0.295	Insignificant
Hypothesis 4 X2->Y	-0.114	0.688	0.492	Insignificant
Hypothesis 5 Z->Y	0.086	0.593	0.554	Insignificant
Hypothesis 6 X1->Z->Y	0.017	0.538	0.591	Insignificant
Hypothesis 7 X2->Z->Y	0.049	0.548	0.584	Insignificant
Hypothesis 8 M moderates X1->Y	-0.111	0.733	0.464	Insignificant
Hypothesis 9 M moderates X2->Y	-0.229	1.167	0.244	Insignificant
Hypothesis 10 M moderates Z->Y	0.339	1.940	0.053	Insignificant

Source: Data Processing with PLS, (2022)

Kumar & Shazania, (2021) explains in his research that work overload, work-family conflict, and family-work conflict are significant predictors of emotional exhaustion. However, of the three predictors, work overload is the variable that has the most substantial influence on emotional exhaustion. Qaiser et al., (2022) also explain that an excessive workload or work overload is an acknowledgement that a person has many work tasks to do. In this study, there is a significant positive effect between work overload and emotional exhaustion, which shows a t-statistic value of $2.073 > 1.96$. H1 is acceptable, and there is a significant positive effect between work-family conflict and emotional exhaustion with a t-statistic value of $5.003 > 1.96$, so H2 can be accepted. The smaller the work-family conflict that occurs in nurses, it will also greatly affect emotional exhaustion

In this study, there is no significant effect of the work overload variable on job embeddedness, which produces a t-statistic value of $1.049 < 1.96$, so H3 is rejected. Then there is no significant effect between work-family conflict on job embeddedness where the t-statistic calculation is 0.688, which is smaller than 1.96, so H4 is rejected. The t-statistic generated is 0.593, which is smaller than 1.96, so it can be concluded that H5 is rejected. The results of this study confirm what Treuren, (2019) did, that work-family conflict does not have any effect on job embeddedness. Then the relationship of emotional exhaustion to job embeddedness also has no effect. When the emotional exhaustion experienced by nurses is still low, some of the problems that cause fatigue at work can still be handled independently by adapting at work so that it does not affect the nurses' escape from work.

Kumar & Shazania, (2021) explains that emotional exhaustion reduces job attachments and hinders employee performance in providing services. In his research, he explained that work overload and work-family conflict faced by employees had exhausted their physical resources and their emotional levels, leading to high fatigue and reducing their engagement in work. However, this does not follow the results of this study, where emotional exhaustion cannot mediate the relationship between work overload and job embeddedness with a t-statistic of 0.538, which is smaller than 1.96, so H6 is rejected. Emotional exhaustion also does not have a mediating effect on the relationship. Work-family conflict to job embeddedness with a t-statistic of 0.548 smaller than 1.96, so H7 is rejected.

Qaiser et al., (2022) previously explained that good working conditions, a small workload, good relations between employees, and good adaptation could reduce stress levels at work and prevent them from leaving the organization. One thing that helps organizations retain their employees is peer support, which psychologically makes each employee more comfortable with their work because they have a sense of togetherness in completing their work. In this study, coworker support has an insignificant role in moderating the relationship between work overload and job embeddedness with a t-statistic value of 0.733, which is smaller than 1.96, so H8 is rejected. Then, H9 and H10 were rejected because the coworker support variable could not moderate the relationship between work-family conflict and emotional exhaustion on job embeddedness. The t-statistic values were 1.167 and 1.940, respectively, below 1.96. Because there is no

significant relationship between work overload and work-family conflict on job embeddedness, coworker support cannot be a moderator of the relationship between these variables.

CONCLUSION

The conclusion results are recommended for the hospital as an organization that can control every nurse when facing work overload, which can be a form of discomfort and fatigue at work that can impact emotional exhaustion. In addition, a lot of work pressure can also have an impact on their reduced time to spend time with family. Therefore, the hospital must provide time management of working hours to each nurse to reduce work pressure. They can also make it easier to divide time between work and family because working as a nurse is very necessary for providing quality care to every patient and the role of the family, which is also very necessary to form good relationships in the family.

One of the hospitals in Tegal Regency is a hospital that has reasonably good support among nurses. It can be proven that they have an empathetic spirit and provide mutual assistance between nurses when they experience problems in their work. So, it can be concluded that although this hospital has some work pressures as well as problems in the division of work and family roles, these can be handled, one of which is the support from fellow nurses so that their engagement in work is high and can still be maintained for a long time.

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