

THE INFLUENCE OF WORK-FAMILY CONFLICT ON TURNOVER INTENTION MEDIATED BY JOB SATISFACTION AND JOB STRESS (STUDY ON EMPLOYEES OF PT. PEGADAIAN GALERI24 AREA JAVA)

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Abstract

This research aims to empirically test and prove the influence of work-family conflict on turnover intention, mediated by job satisfaction and job stress (Study on employees of PT. Pegadaian Galeri24 Java Area). This type of research uses explanatory research with survey methods and a quantitative approach. The population in this study were all employees of PT. Pegadaian Galeri24 is assigned to the Java area covering East Java, West Java and Central Java, totaling 110 employees. Because the sample size for this research is not large, the author took the entire population, namely 110 employees at PT. Pegadaian Galeri24 to get a better level of accuracy. The analytical method to answer the hypothesis proposed in this research is Smart Partial Least Square (SmartPLS) Version 4.0. The results of this research show that job satisfaction mediates the influence of work family conflict on turnover intention. A large workload accompanied by long working hours will make PT employees. Pegadaian has difficulty fulfilling the needs of his role in the family. Sometimes complaints will arise from family members because of the lack of time given to the family, resulting in conflicts within the family. This conflict causes a person to not focus on their work and not be able to work optimally. He couldn't get job satisfaction, so he started looking for another job. And work stress mediates the positive influence of work family conflict on turnover intention. Complaints from family regarding lack of time for family will make someone not focus on work. The higher the conflict between work and family, the higher the work stress level of PT employees. Galeri24 pawnshops on companies have increased. Where a high level of work family conflict will encourage the emergence of high work stress so that in this situation employees feel pressured and turnover intention arises.

Keywords: *Work-Family Conflict, Turnover Intention, Job Satisfaction and Job Stress*

1. INTRODUCTION

Currently, the company's progress is very dependent on Human Resources (HR) who are reliable in driving the company itself and other resources. Apart from capital, employees are also an important element that a company must have. Without employee participation in carrying out activities, the company will not reach its point of success. Therefore, companies need to pay more attention to employee conditions, so that employees can feel calm and comfortable in carrying out their work without any pressure and anxiety caused by employees' feelings about their work. In a company, Human Resources Management (HRM) has an important role in managing employees. Management is carried out so that employees can work in accordance with the rules and directed job descriptions. Employee behavior carried out in the company environment determines the condition of the company. A phenomenon that often occurs is that companies whose performance is so good can be damaged, either directly or indirectly, by various employee behaviors that are difficult to prevent. One form of this behavior is the desire to leave (turnover intention) which leads to the employee's decision to leave their job. Turnover intention is a person's intention or desire to leave their job with serious consideration (Hamid & Ahmad, 2015). A very significant amount of employee turnover can have a negative effect on company performance.

Based on research conducted by Chen, Lin, and Lien (2011), employee turnover is an important problem that can be detrimental to the company. High employee turnover in companies

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can cause various kinds of costs. According to Wong and Laschinger (2015), costs that companies often incur include training costs, administrative costs, recruitment and selection costs. Apart from that, the losses caused by employee turnover are the difficulty of finding quality employees, because new employees do not necessarily have better quality than old employees (Boys, 1980). A survey conducted by the Hay Group in 2013 regarding employee turnover experienced a significant increase from year to year. According to a Hay Group survey in 2012, the employee turnover rate increased by 49 million from the previous year with a total of 192 million employees worldwide. Estimates are that regional economic and labor market turnover will increase more rapidly in developing countries compared to developed countries. Hay Group also stated that in 2014 Indonesia was ranked 3rd as the country with the highest employee turnover rate, namely 25.8% after India at 26.9% and Russia with employee turnover at 26.8% (Hay Group, 2013).

2. IMPLEMENTATION METHOD

This research uses explanatory research with survey methods and a quantitative approach. Explanatory research is research that explains the causal relationship between variables through proposing hypotheses using the same data V. Wiratna Sujarweni (2014:39). Meanwhile, the survey method is a research method carried out in order to obtain data from certain places naturally, but researchers carry out data collection activities, for example by administering questionnaires, tests, interviews, and so on (Sinambela, 2020). The quantitative approach referred to is a process that starts from theory, then becomes a research hypothesis accompanied by measurement and operational concepts.

A. Data collection technique

1. Questionnaire

According to Husein Umar (2013), a questionnaire is a data collection technique that is carried out by giving a set of questions or written statements to respondents to answer. Questionnaires are an efficient data collection technique if the researcher knows exactly the variables to be measured and knows what to expect from the respondent.

2. Data Scaling Techniques

The data obtained is qualitative data which is processed into quantitative data, so the variable measurement technique uses a Likert scale. The Likert scale is a tool used to measure the attitudes, opinions and perceptions of a person or group of people about social phenomena which is implemented by ranking respondents from very positive to very negative (Martono, 2015).

B. Data analysis method

PLS analysis in this research can be used on all types of data scales with requirements for flexible data assumptions compared to other types of analysis (Hair et al., 2020). This research aims to predict and explain the relationship between several constructs such as work family conflict, turnover intention, and job satisfaction. PLS analysis goes through several stages, including:

1. Outer Model Analysis (Measurement Model)

The outer model test functions to specify the relationship between indicators and their latent variables, or in other words, the outer model test can define how each latent variable is connected to its indicators (Umar, 2013). Some tests in the outer model test:

- Test convergent validity (convergent validity). The value in the convergent validity test is in the form of a loading factor value for the indicators for each variable with an expected value of ≥ 0.5 .
- Test discriminant validity (discriminant validity). Discriminant validity measurement is based on cross loading measurement results with indicators from variables that are

considered valid with an average variant extracted (AVE) value of ≥ 0.5 and showing an outer loading value for all dimensions of ≥ 0.5 .

- Composite reliability with test results shows value ≥ 0.5 to get satisfactory composite reliability values.
- Average variant extracted with value ≥ 0.5 .
- Cronbach's alpha test is also useful for strengthening reliability tests with values ≥ 0.5 on all research constructs.

2. Inner Model Analysis (Structural Model)

Inner model analysis was carried out with the aim of testing the relationship between latent constructs (Umar, 2013). Some of the tests carried out in the inner model test or structural model test include:

- Test the coefficient of determination or R-square on endogenous constructs. The value of 0.19 is weak; 0.33 (moderate); and 0.67 (strong).
- The estimate for path coefficient obtained through bootstrapping is the magnitude of the path coefficient value that will influence the latent construct relationship.
- The F-square (effect size) test aims to find out how good or not a model is.
- Q-square test (prediction relevance) or Stone-Geisser's test with the blindfolding method which aims to determine the prediction capability with a value of 0.35 indicating a large Q2 value; 0.15 means a moderate Q2 value; and 0.02 indicates a small Q2 value.

3. Hypothesis testing

Test the hypothesis to find out whether there is an influence on the variable resulting from the causal variable which is seen based on the path coefficient value. Using an accuracy level of 95% and an inaccuracy level of 5%, the t table value is 1.97481 so it can be concluded that:

- If the t-statistic value \leq t-table, then H_0 can be accepted and H_a is rejected, which means that the cause variable has no significant effect on the effect variable.
- If the t-statistic value \geq t-table, then H_0 is rejected and H_a is accepted and means that the causal variable has a significant influence on the effect variable.

4. Mediation Test

SEM analysis with mediation effects testing mediation effects in analysis using PLS. Baron and Kenny (1998) call a variable a mediator if the variable influences the relationship between the independent and dependent variables, with the following stages:

- The first model tests the influence of exogenous variables on endogenous variables and must be significant at t-statistics > 1.96 .
- The second model tests the influence of exogenous variables on the mediating variable and must be significant at t-statistics > 1.96 .
- The third model, tests simultaneously the influence of exogenous and mediating variables on endogenous variables.

If the influence of the exogenous variable on the endogenous variable is not significant while the influence of the mediating variable on the endogenous variable is significant at t-statistics > 1.96 , then the mediating variable is proven to mediate the influence of the exogenous variable on the endogenous variable.

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3. RESULTS AND DISCUSSION

1. Partial Least Square (PLS) Analysis

PLS model analysis consists of three forms of analysis, namely outer model analysis, inner model analysis, and analysis of hypothesis testing.

a. Outer Model Analysis Results

The outer model is used to measure the level of validity and reliability of the model because the indicators used are reflective. Apart from that, this analysis defines the relationship between each indicator and its variables.

Table 5.4.1.1 Convergent Validity Test Results

Variable	Items	Outer Loading	Information
Work Family Conflict (X)	X1.1	0.692	Valid
	X1.2	0.872	Valid
	X1.3	0.830	Valid
	X1.4	0.609	Valid
	X1.5	0.859	Valid
	X1.6	0.812	Valid
	X1.7	0.880	Valid
	X1.8	0.732	Valid
	X1.9	0.791	Valid
Turnover Intention (Y)	Y.1	0.812	Valid
	Y.2	0.772	Valid
	Y.3	0.838	Valid
	Y.4	0.865	Valid
	Y.5	0.773	Valid
Job satisfaction (Z1)	Z1.1	0.753	Valid
	Z1.2	0.714	Valid
	Z1.3	0.731	Valid
	Z1.4	0.818	Valid
	Z1.5	0.717	Valid
	Z1.6	0.821	Valid
	Z1.7	0.634	Valid
	Z1.8	0.809	Valid
	Z1.9	0.826	Valid
	Z1.10	0.860	Valid
Work stress (Z2)	Z2.1	0.862	Valid
	Z2.2	0.775	Valid
	Z2.3	0.734	Valid
	Z2.4	0.794	Valid
	Z2.5	0.825	Valid
	Z2.6	0.838	Valid
	Z2.7	0.758	Valid
	Z2.8	0.858	Valid
	Z2.9	0.665	Valid
	Z2.10	0.759	Valid
	Z2.11	0.792	Valid

Source: Processed Data, 2023

Based on Table 5.4.1.1, the results of the convergent validity test show that all indicators have an outer loading value ≥ 0.5 , which means that all indicators in the variables Work Family Conflict, Turnover Intention, Job Satisfaction and Job Stress are declared valid for measuring the variables.

Table 5.4.1.2 Discriminant Validity Test Results

Variable	Average Variance Extracted(AVE)	Information
Job satisfaction	0.678	Valid
Work stress	0.665	Valid
Turnover Intention	0.685	Valid
Work Family Conflict	0.679	Valid

Source: Processed Data, 2023

Based on the measurement results above, it shows that the discriminant validity for the variables Work Family Conflict, Turnover Intention, Job Satisfaction and Job Stress, each variable has an Average Variant Extracted (AVE) value ≥ 0.5 , which means that the model used in this research is valuable. valid and good in carrying out measurements.

Table 5.4.1.3 Results of Composite Reliability and Cronbach's Alpha Values

Variable	Composite Reliability	Cronbach's Alpha
Job satisfaction	0.945	0.934
Work stress	0.958	0.973
Turnover Intention	0.940	0.879
Work Family Conflict	0.961	0.881

Source: Processed Data, 2023

Based on table 5.4.1.3 above, it can be seen that all variables in this study have composite reliability values and Cronbach's alpha ≥ 0.5 , which means that all these variables have good reliability values and are reliable for continuing measurement.

b. Inner Model Analysis Results

Structural model testing (inner model) is used to test the ability to connect between latent variables or in other words inner model analysis is used to measure the level of accuracy of the overall research model which is formed through several variables and their indicators.

Table 5.4.2.1 Results of the Coefficient of Determination (R²)

Variable	R Square Value
Job satisfaction	0.785
Work stress	0.689
Turnover Intention	0.673

Source: Processed Data, 2023

The results of measuring the coefficient of determination (R²) of the Turnover Intention variable are 0.673 or 67.3%, which means that the variation in the Turnover Intention variable can be explained by the Work Family Conflict, Job Satisfaction and Job Stress variables of 67.3% and 32.7%. can be explained through other variables that are outside this research. Meanwhile, the results of measuring the coefficient of determination on the Job Satisfaction variable have a value of 0.785 or 78.5%, meaning that the variation of the Job Satisfaction variable explained by the Work Family Conflict, Turnover Intention and Job Stress variables is 78.5% and 21.5% as the rest can be influenced by other variables outside the research conducted. Meanwhile, the results of measuring the coefficient of determination on the Job Stress variable have a value of 0.689 or 68.9%, meaning that the variation of the Job Satisfaction variable which is explained by the Work Family Conflict, Turnover Intention and Job Satisfaction variables is 68.9% and 31.1% as the rest can be influenced by other variables outside the research conducted. Furthermore, the Q-square test

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is a measure of how well the observations made can provide results for the research model. The way to find and calculate Q-square uses the following formula:

$$Q2 = 1 - (1 - R21) (1 - R22) (1 - R23)$$

Where:

Q2=Total Determination Coefficient

R2 = Coefficient of Determination

The calculation results based on the formula above are:

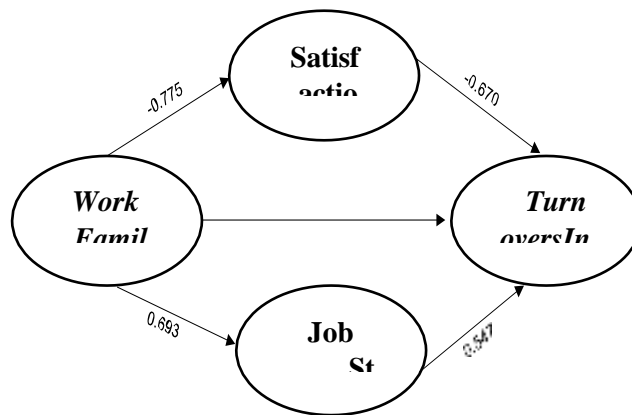
$$\begin{aligned} Q2 &= 1 - (1 - 0.785) (1 - 0.689) (1 - 0.673) \\ &= 1 - (0.215)(0.311)(0.327) \\ &= 1 - 0.0218 = 0.979 \end{aligned}$$

Based on the formula calculation above, it shows that the total coefficient of determination (Q2) in explaining the three dependent variable relationships for the model in the research above is 0.673 or 67.3% of the contribution of the variables in the research both directly and indirectly and is 0.785 or 78.5% of the relationship between the first mediating variable contributes to this research either directly or indirectly, then 0.689 or 68.9% of the relationship between the second mediating variable contributes to this research either directly or indirectly.

c. Hypothesis Testing Results

The research conducted had a hypothesis of 7 items which were measured using the SmartPLS 4 program application tool with the following fit model.

Figure 2 Model Fit Results of Partial Least Square (PLS) Analysis



Source: Processed Data (2023)

d. Partial Effect Results

The results of hypothesis testing on the direct influence on three variables can be seen in Table 5.4.3.1 below:

Table 5.4.3.1 Direct Effect Test Results

Hypothesis	Original Sample	Standard Deviation	Q Count	P Values	Information
H1	0.589	0.120	4,258	0.001	Accepted
H2	-0.775	0.176	-6,786	0,000	Accepted
H3	0.693	0.156	7,543	0,000	Accepted
H4	-0.670	0.148	-3,347	0,000	Accepted
H5	0.547	0.167	4,369	0,000	Accepted

Source: Processed Data (2023)



e. Mediation Test Results

Table 5.4.3.2 Indirect Effect Test Results

Hypothesis	Original Sample	Standard Deviation	Q Count	P Values	Information
H6	-0.586	0.130	-3,456	0,000	Accepted
H7	0.476	0.118	2,889	0,000	Accepted

Source: Processed Data (2023)

H6: Work Family Conflict has a significant effect on Turnover Intention through Employee Job Satisfaction

The sixth hypothesis tests the indirect effect of work family conflict on turnover intention through employee job satisfaction. Based on the research results, it is known that the path coefficient or original sample value is -0.586, the standard deviation is 0.130, the T-Statistic is -3.456 and the P-Value is 0.000. From the test results, it can be interpreted that H₀ is rejected and H_a or the hypothesis which states that work family conflict has an indirect effect on turnover intention through employee job satisfaction (H6) is accepted. The negative direction of the relationship indicates that the lower the work family conflict, the better the employee's job satisfaction. If employee job satisfaction is good, then the level of turnover intention is low. So it can be concluded that job satisfaction mediates the effect of work family conflict on turnover intention.

H7: Work Family Conflict has a significant effect on Turnover Intention through Employee Job Stress

The seventh hypothesis tests the indirect influence of work family conflict on turnover intention through employee work stress. Based on the research results, it is known that the path coefficient or original sample value is 0.476, the standard deviation is 0.118, the T-Statistic is 2.889 and the P-Values is 0.000. From the test results, it can be interpreted that H₀ is rejected and H_a or the hypothesis which states that work family conflict has an indirect effect on turnover intention through employee work stress (H7) is accepted. The positive direction of the relationship shows that the higher the work family conflict, the higher the employee's work stress. If employee work stress is high, then the level of turnover intention is also high. So it can be concluded that work stress mediates the positive influence of work family conflict on turnover intention.

DISCUSSION

1. Work Family Conflict has a significant positive effect on Turnover Intention

The results of the descriptive analysis show that work family conflict is included in the good category. This is shown by employees often working overtime to complete a large number of tasks, having difficulty dividing their time between work in the office and services, being required to meet office deadlines. With work family conflict, employees think about quitting their job, intend to quit their job, want to quit this job in the near future, contact several friends to ask about a new job for me, and look for a new job. With some of the complaints above, it causes the turnover rate at PT. Pawnshop Galeri24 is considered high.

2. Work Family Conflict has a significant negative effect on Employee Job Satisfaction

Based on the results of the descriptive analysis, it shows that the relationship between work family conflict and employee job satisfaction is when the role of the family and at work can cause the feelings of PT employees. Pegadaian Galeri24 is not satisfied with what they do, such as often missing important activities with their families, employees feel that their work demands a lot, and the families of PT employees. Pegadaian Galeri24 really hopes that the holiday time will be used to gather with family.

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3. Work Family Conflict has a significant positive effect on Employee Job Stress

Based on the results of descriptive analysis, it shows that work family conflict is produced by the simultaneous pressure between work and family roles which conflict with each other. PT employees. Pegadaian Galeri24 is often faced with various problems within the company so it is very possible to experience stress. Stress arises when employees are unable to fulfill job demands.

4. Employee Job Satisfaction has a significant negative effect on Turnover Intention

Based on the results of descriptive analysis of PT employees. Pegadaian Galeri24 lacks connection to its work environment for personal comfort and ease of doing good work. This includes room layout, cleanliness of the work space, facilities and tools, temperature, noise level, and supportive colleagues. Individuals get something more than money or tangible achievements from work but employees also fulfill the need for social interaction. The behavior of superiors is also a major determining factor in satisfaction. Therefore, it is necessary to implement mutual respect, loyalty and tolerance between one another, an open attitude and closeness between PT employees. Pawnshop Gallery24.

5. Stress Work Employee influential negative significant to Turnover Intention

Based on the results of descriptive analysis of PT employees. Pegadaian Galeri24 is often faced with various problems within the company so it is very possible to experience stress. Stress arises when employees of PT. Pegadaian Galeri24 is unable to comply What Which become demands - demands work. The high level of work stress felt by PT employees. Pegadaian Galeri24 influences the level of employee desire to leave the company where they work at PT. Pawnshop Gallery24.

6. Work Family Conflict has a significant effect on Turnover Intention through Employee Job Satisfaction

Based on the results of hypothesis testing, the direction of the relationship is negative, indicating that the lower the work family conflict, the better employee job satisfaction. If employee job satisfaction is good, then the turnover intention level will also be low. So it can be concluded that job satisfaction mediates the effect of work family conflict on turnover intention.

7. Work Family Conflict has a significant effect on Turnover Intention through Employee Work Stress

Based on the results of the hypothesis test, the direction of the relationship is positive, indicating that the higher the work family conflict, the lower the employee's job satisfaction. If employee job satisfaction is low, then the level of turnover intention is also high. So it can be concluded that work stress mediates the positive influence of work family conflict on turnover intention.

4. CONCLUSION

1. Conclusion

Based on the research results, in order to answer the research objectives, the following research conclusions can be drawn:

- a. There is a positive and significant influence between work family conflict on turnover intention. The higher the conflict experienced by PT employees. Pegadaian Galeri24, the higher a person's desire to leave PT. Pawnshop Gallery24.
- b. There is a negative and significant influence between work family conflict on employee job satisfaction. Because the higher the perceived work-family conflict, the more difficult it will be for the person to enjoy their work, so that their satisfaction at work will decrease.

- c. There is a negative and significant influence between work family conflict on employee work stress. The higher the perceived work-family conflict, the more stress the employee will feel.
- d. Employee job satisfaction has a negative effect on turnover intention. It can be concluded that the lower the employee's job satisfaction, the higher the turnover intention.
- e. Employee work stress has a positive effect on turnover intention. It can be concluded that the higher the employee's work stress, the higher the turnover intention.
- f. The existence of a negative relationship shows that the lower the work family conflict, the better employee job satisfaction. Employee job satisfaction is good, so the level of turnover intention is also low. So it can be concluded that there is a negative influence between work family conflict on turnover intention through employee job satisfaction.
- g. The existence of a positive relationship shows that the higher the work family conflict, the higher the employee's work stress. Employee work stress is high, so the level of turnover intention is also high. So it can be concluded that there is a positive influence between work family conflict on turnover intention through employee work stress.

2. Suggestion

Based on the conclusions from the research results, several suggestions are put forward, namely as follows:

1. For companies, it is best to reduce the level of work-family conflict by maximizing employees' work days off for vacations and having more time with their families, so that time between work and family can be divided well. It is best to reduce the level of work stress experienced by employees by providing relaxation time, doing religious activities, sports, and by doing recreation or traveling with employees. Companies can also provide incentives to employees who work overtime and meet the targets expected by the company. So with these things it is hoped that it can reduce the level of employee turnover intention.
2. For future researchers, they will be able to develop research by adding other variables that are not included in this research model. It is hoped that future research will add different samples and be able to obtain more accurate research results.

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