

How Work Family Conflict Effect on Job Satisfaction and Turnover Intention



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ABSTRACT: Turnover is the desire to leave organisation is a serious problem, especially in the hospitality industry. Turnover intention is the beginning of real turnover can caused by a number of factors including job satisfaction and work-family conflict. This study aims to analyse the effect of work family conflict on job satisfaction and turnover intention. Using a sample of 235 employees at a four-star hotel, data was collected by distributing questionnaires. This study used Amos SEM to test the hypothesis. The results showed that employees tend to decide to leave the organization when they do not feel job satisfaction. Work-family conflict was found to be a trigger in reducing job satisfaction. In addition, work-family conflict can significantly increase employees' intention to leave the organization. However, organizations must still be able to maintain employee work family conflict to enhancing job satisfaction in reduce the desire to leave the organization.

KEYWORDS: work family conflict, job satisfaction, turnover intention

1. INTRODUCTION

Work-family conflict can have a significant impact on job satisfaction and the tendency to leave a job (Rhee et al., 2020). Therefore, organizational management needs to understand the impact of work-family conflict and work to implement policies and support that can help employees achieve a balance between their work and personal lives (Elian et al., 2020). This includes working time flexibility, employee wellbeing programs, and a supportive work environment. These efforts can help reduce work-family conflict, increase job satisfaction, and reduce the tendency to leave the job. Research by Albattat & Som, (2013), states that the hospitality industry is one of the industries with a high employee turnover rate. Employee management skills are needed so that employees stay so as to reduce their intention to leave the organization. In general, employees decide to leave the organization because they feel that the work done has not been able to provide job satisfaction (Kuo, 2019; Li, et al., 2019) and tend not to balance work time with family, thereby reducing the welfare of their families (Chan, et al., 2019) and having an impact on turnover intention (Mumu et al., 2021).

Busari & Mughal, (2020), stated that most employees think of leaving work due to dissatisfaction at work. They stay if they feel the workload is in accordance with the salary received. Role accumulation theory explains that the dual roles faced by employees both as workers and family members require them to be able to balance roles in family and work (Yasir, et al., 2019). Workload is one of the important indicators of employee job satisfaction (Bazazan, 2019). However, the findings of Roche & Haar, (2019), state that employees feel satisfied at work if they feel that the work is able to improve their skills and make them better family members.

Research on differences in work behavior of employees who work in the hospitality sector is still relatively limited by researchers so that the reasons for wanting to leave the organization are not yet known. Jones, et al. (2015), explained that unmarried employees have less positive value for family work than married employees. Employees who feel their work is able to improve the quality of family life and reduce pressure at work can reduce the desire to leave the organization. Employees decide to leave the organization if they feel dissatisfied at work because they consider work unable to provide a balance between work life and family (Rhee et al., 2020). Employees who work as nurses actually still choose to leave the organization even though they feel that work is able to provide satisfaction. Employees' desire to stay when they feel that work provides a sense of personal fulfillment so that they feel like a better family member (Akram, et al., 2014).

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2. LITERATURE REVIEW

Research (Zhang et al., 2020) states that work-family conflict is a strong predictor of increased turnover intention. High levels of perceived work-family conflict can increase employee turnover intention (Balmforth & Gardner, 2006). Work-family conflict is defined as a feeling of pressure due to a lack of balance between work and family activities (Greenhaus & Powell, 2006). Research (Aryee et al., 2005; Balmforth & Gardner, 2006) explains that work-family conflict can have an impact on increasing turnover intention. When employees feel that the work they do is a burden because of the lack of being able to interact with their families, the intention to leave the organization increases. In contrast, McNall, et al. (2010) found no significant impact of work-family conflict with turnover intention. Work-family conflict is only related to feelings and thoughts so it is not accurate to predict behavior in the workplace because it is influenced by various complex things.

Work-family conflict can have a direct impact on decreasing job satisfaction (Orellana et al., 2023). This means that the higher the level of work-family conflict felt, the lower the level of job satisfaction. Research (Huaman et al., 2023) also confirmed that work-family conflict can reduce employee job satisfaction. Employees who feel an imbalance between work and family life have an impact on job satisfaction. Furthermore, research by An et al., (2020), states that employees who feel the existence of work-family conflict have an unfavourable impact on their perceived job satisfaction. Employees who realize that work is not too burdensome so that they can feel like a better family member (Chan et al., 2019) because they are able to balance work with family activities tend to feel higher job satisfaction.

Job satisfaction is a work attitude that has various positive impacts on work behavior (Riana et al., 2018). Employees who feel satisfied with various aspects of the job tend to have the potential to reduce turnover intention (Mete & Sokmen, 2017). Mbah & Ikemefuna, (2012), explained that employees who feel satisfaction with their work, the rewards received, a conducive work environment, and satisfaction with the supervisor are important factors that can reduce turnover intention. In fact, Miheli, (2014), states that job satisfaction is one of the important predictors to reduce turnover intention. In the field of hospitality, job satisfaction is an important element in reducing the level of turnover intention (Panda, 2015) so that management must do various things that can increase employee job satisfaction.

A number of studies (Azeez, et al., 2016; Jabeen, et al., 2018; Supartha & Dewi, 2018) state that employees who feel satisfaction with various aspects of work tend to have low turnover intention. Mahdi, et al., (2012), explained that intrinsic and extrinsic job satisfaction has a negative influence on turnover intention because employees feel the organization where they work gives attention so they prefer to stay at work. High job satisfaction is a characteristic of good emotional and mental levels of employees who can produce beneficial behavior for the sustainability of the organization (Aziri, 2011). Job satisfaction felt by employees is proven to be able to reduce intention to leave (Mbah & Ikemefuna, 2012). Employees also feel satisfied with their jobs when the work they do can improve their quality of life, which in turn reduces their intention to look for another job (Lambert, et al., 2001).

H1: Work-family conflict has positive affects turnover intention.

H2: Work-family conflict has a positive effect on job satisfaction

H3: Job satisfaction negatively affects turnover intention

3. METHODS

The study used a causal explanatory quantitative approach conducted on employees at Four-Star Hotels, in Bali. The research sample was 235 four-star hotel employees from a total of 300 questionnaires distributed using google form. The questionnaire contains a number of statements, namely work-family conflict measured by adopting research (Byron, 2006), namely: (1) strain based conflict, (2) time based conflict, (3) behavioral based conflict. Job satisfaction using the Minnesota Satisfaction Questionnaire (Tang, et al., 2012); Martins & Proenca, 2012) including: (1) intrinsic job satisfaction, (2) extrinsic job satisfaction and, (3) general job satisfaction. The measurement of turnover intention adopts the research of Sager & Griffith (1998), namely: (1) thoughts of quitting, (2) desire to find another job, and (3) desire to leave. The questionnaire was distributed in two stages, namely the first stage was distributed as many as 30 questionnaires to test the validity and reliability of the instrument. The results of the validity and reliability tests showed that all instruments had been declared valid ($r > 0.30$) and reliable (Cronbach Alpha > 0.6). Furthermore, the second stage was distributed as many as 270. After two weeks, 235 questionnaires were returned. The data obtained through the questionnaire were tabulated and then analyzed using Amos SEM analysis.

4. RESULT

Goodness of fit test of the SEM model is intended to determine whether the SEM model formed is appropriate or not. There are several test indices in SEM analysis, namely the probability of the Chi Square (CMIN) test, CMIN / DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA. The test criteria using chi square (CMIN) states that if the probability value of the chi-square \geq level of

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significance (alpha) then the SEM model formed is declared feasible. The criteria using CMIN / DF states that if the CMIN / DF value ≤ 2 then the SEM model formed is declared feasible. The criteria using GFI and AGFI mention if the goodness of fit value is ≥ 0.90 then the SEM model formed is declared feasible. The criteria using TLI and CFI state that if the goodness of fit value is ≥ 0.95 then the SEM model formed is declared feasible. And the criteria using RMR mention if the goodness of fit value is ≤ 0.05 then the SEM model formed is declared feasible. The criteria using RMSEA states that if the RMSEA value ≤ 0.08 , the SEM model formed is declared feasible. The results of testing the feasibility of the SEM model have been summarized in the following table 1.

Table 1. Goodness of fit model

Index	Goodness of fit	Cutoff		Remarks
		Fit	Marginal Fit	
CMIN	12.776	> 0.05	-	Fit
	0.97			
CMIN/DF	0.532	≤ 2.00	-	Fit
RMR	0.008	≤ 0.05	0.05 - 0.06	Fit
GFI	0.986	≥ 0.90	0.80 - 0.90	Fit
AGFI	0.973	≥ 0.90	0.80 - 0.90	Fit
TLI	1.015	≥ 0.95	0.85 - 0.95	Fit
CFI	1.000	≥ 0.95	0.85 - 0.95	Fit
RMSEA	0.000	≤ 0.08	0.08 - 0.09	Fit

Based on the goodness of fit summary, it can be seen that the Chi Square index (CMIN), CMIN/DF, RMR, GFI, AGFI, TLI, CFI, and RMSEA have values that do not match the cut off value, so the eight indices are declared fulfilled. Furthermore, hypothesis testing is carried out to test whether the influence of exogenous variables on endogenous variables is significant. The test criteria state that if the probability \leq level of significance (Alpha (α) = 5%), it is stated that there is a significant effect of exogenous variables on endogenous variables. The results of hypothesis testing can be seen through Figure 1 and Table 2, below.

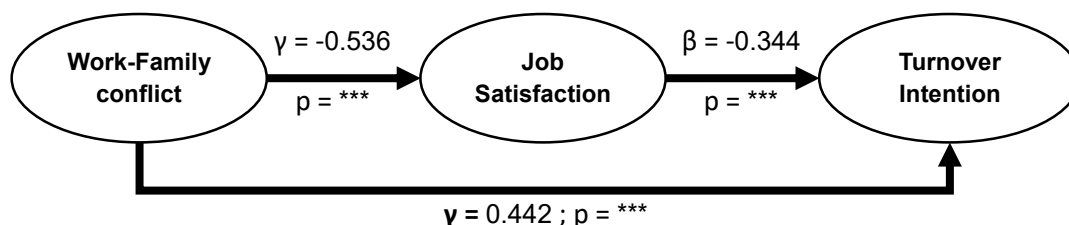


Figure 1. Amos SEM Results

Table 2. Hypotheses Testing

Exogen	Endogen	Path Coefficient	S.E.	C.R.	P
Work-Family conflict	Job Satisfaction	-0.536	0.058	6.333	***
Work-Family conflict	Turnover Intention	0.442	0.079	5.445	***
Job Satisfaction	Turnover Intention	-0.344	0.118	-4.124	***

The results of hypothesis testing (Figure 1 and Table 3), inform that: (1) work-family conflict has a positive and significant effect on turnover intention, where the direct effect of work-family conflict on turnover intention is 0.442. The significance test results show a probability value of 0.000 with a critical ratio (CR) value of 5.445, (2) work-family conflict has a negative and significant effect on job satisfaction, where the direct effect of work-family conflict on job satisfaction is -0.536 with a probability value of 0.000 smaller than 0.05 and a critical ratio (CR) value of 6.333, (3) job satisfaction has a negative and significant effect on turnover intention, where the direct effect of job satisfaction on turnover intention is -0.344 with a probability value of 0.000 and a critical ratio (CR) value of -4.124.

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5. DISCUSSION

One way to reduce turnover intention, especially for employees, is to be able to balance family and work roles (Crain & Hammer, 2013). Employees who feel high work-family conflict can increase the desire to leave the organization. Employees will devote all their energy and ability to complete work if they have family support. What makes employees happy is when they are able to complete work without leaving household obligations (Mustapha, et al., 2011). When getting the opportunity to feel happiness at work, the desire to leave the organization will decrease. Employees who feel supported by their families in carrying out dual roles tend to be more professional and skilled at work so that they are able to perform better. When feeling pleasure in home life, employees tend to have a desire to stay at work (Odle-Dusseau, et al., 2012). Therefore, when they feel that work is unable to improve family welfare, employees tend to leave work (Zhang, et al., 2018).

Research conducted by Purwanto (2020) states that work-family conflict has an impact on decreasing job satisfaction. Employees have unique characteristics because they carry out roles that must be carried out simultaneously, namely roles in work and family. Voydanoff (2004) states that employees feel more effective and feel satisfaction in family and work roles when they match the scale of their lives. Employees also want the work they do to improve their skills in living a family life. This condition can create higher job satisfaction with their work (Sim, 2013). The skills possessed can also contribute not only to work, but also in the family. This ability also plays an important role in providing services to the family wholeheartedly so that it can prioritize the interests of the family. Research findings inform that work-family conflict is proven to have an impact on job satisfaction (Dodanwala, & Shrestha, 2021).

Job satisfaction is a positive feeling about work that results from an evaluation of the job and its characteristics (Robbins & Judge, 2013). Employees with high levels of job satisfaction tend to have positive feelings related to their work (Riana et al., 2018). Whether or not employees are satisfied can only be felt by the individual concerned so that it is not always the same as other employees. Employees often have to choose priorities between work interests and family roles. It often happens that employees who work in hotels only want personal enrichment, not because of interest in the work itself. Therefore, employees tend not to be interested in career development so they work when the work schedule can be adjusted with family responsibilities. In contrast to employees who work to get career satisfaction who consider that taking care of family and work is no different. Research (Li et al., 2019; Kabungaidze, et al. 2013) states that job satisfaction can reduce the desire to leave the organization. A number of studies (Rubel & Kee, 2015; Aydogdu & Asikgil, 2011) state that employees who feel satisfied with various aspects of work tend to have a desire to survive so that they stay in the organization.

Employees feel satisfied when workplace conditions are comfortable and have the support of coworkers and good supervision from superiors. Work-family conflict tends to reduce job satisfaction because the work performed can interfere with quality of life (An et al., 2020; Vickovic, & Morrow, 2020). When employees feel satisfied, the intention to leave the company tends to decrease (Wang, et al. 2012; Mashuri & Maharani, 2019; Lee et al., 2020). Job satisfaction is also highly dependent on the way coworkers interact. Employees in the hospitality industry are often faced with situations that require them to work over time, disrupting family life. However, coworkers who are flexible with work schedules help ease the burden on employees because they can get together with their families. Good relationships with coworkers have a significant impact on increasing satisfaction in the workplace, which helps reduce the desire to quit.

6. CONCLUSION

Conflict due to family and work roles felt by employees in carrying out roles can increase positive emotions at work. Employees realize that work is a choice that can interfere with family activities. When the work performed can improve the balance of family and work roles, employees tend to stay in the organization. In addition, employees tend to stay when they feel job satisfaction, especially when they can interact well with fellow coworkers. Employee workloads have taken up time in carrying out the dual roles that must be carried out. The implementation of this role can be overcome when work provides a sense of success in balancing roles, both work and family. Employees always want to manage their roles well so that they can succeed in carrying out all roles in a balanced manner. It's just that employees' dual roles have brought less pragmatic conditions when they are unable to balance roles. This condition is often exacerbated by the existence of work-family conflict where employees are unable to balance roles, resulting in decreased job satisfaction. When they feel satisfaction, employees tend to stay so that they are able to make optimal contributions in achieving the vision and mission of the organization. The findings of this study inform that work-family conflict can increase the intention to leave the organization as well as decrease job satisfaction. Therefore, organizations must remain able to enable employees to balance their roles, both family and work. Satisfied employees tend to have a positive attitude at work and thus stay in the organization.

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