

The Influence Of Work-Family Conflict And Work Exhaustion On Turnover Intention: The Mediating Role Of Work Stress

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Abstract

The aim of this research is to determine the effect of work-family conflict and work exhaustion on turnover intention mediated by work stress in employees of PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi Province. This research approach uses quantitative-explanatory. Data collection methods are in the form of questionnaires, interviews and documentation, with the types of data namely primary data from the results of filling out questionnaires distributed to all data providers from respondents and secondary data obtained from the Human Resources Development section of PT Firad Mandiri with predetermined criteria. The results of the study show that work-family conflict and work exhaustion have a significant effect on turnover intention, work-family conflict and work exhaustion have a significant effect on work stress, work stress has no significant effect on turnover intention, work stress has no effect in mediating the relationship between work-family conflict on turnover intention, and work stress have no effect in mediating the relationship between work exhaustion and turnover intention.

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1. Introduction

Organizational structure, as they are responsible for managing the workforce and ensuring the smooth implementation of activities within the organization. HR is considered an asset and a form of capital (non-material) in an organization, which can be developed into real potential that contributes to the organization's existence and success. Without human resources, It is valuable for a group of members to achieve goals, since they are the main determining factors for the smooth and successful implementation of activities.

Human resources mark the main foundation in the success and sustainability of every organization. The uniqueness of humans as assets lies in their ability to think critically, feel their surroundings, and collaborate in realizing common goals.

From the perspective of being an organizational asset, it is best for companies to continue to strive to maintain the human resources they have, but in line with the reality of the world of work which is full of dynamics and complexity, certain situations and conditions have the potential to encourage organizational individuals to want to change jobs or leave the organization (intention to quit / turnover intention). This can be personal, such as: family conflict, level of work exhaustion, work stress, job dissatisfaction. Apart from that, a mismatch in company culture or lack of career development opportunities can also be a trigger that drives the desire to change organizations.

Table 1. Percentage Data for Turnover Intention Indicators
PT Firad Mandiri employee in Sorowako, East Luwu Regency

Indicator	Number of employees	Percentage (%)
Thinking about leaving	11 people	27.5%
Search for alternative jobs	16 people	40%
Intention to leave	13 people	32.5%
Amount	40 people	100%

Source: PT Firad Mandiri Preliminary Survey Results in Sorowako, East Luwu, 2023.

Based on the results of the initial survey above, it can be seen that the turnover intention level at PT Firad Mandiri in Sorowako, East Luwu Regency is very high, namely 67 percent or as many as 40 out of 60 employees, of which 11 people or around 27.5 percent of them are thinking about leaving company, as many as 16 people or 40 percent showed signs of looking for alternative jobs, and as many as 13 people or 32.5 percent had the intention to leave.

The phenomenon and field facts related to turnover intention at PT Firad Mandiri in Sorowako, East Luwu Regency as above show the picture that turnover intention is not just a small issue, but rather a problem that must receive serious attention from management, considering that turnover intention has a number of detrimental impacts. . One of them is that it can potentially increase company costs, because the process of recruiting and training new employees requires sufficient financial resources and time. This creates challenges in maintaining workforce stability and continuity of company operations, so it is important for management to understand the factors that can influence turnover intention.

Reasons that can influence turnover intention include work-family conflict. Work-Family Conflict as defined by Greenhaus (1985), This is the kind of problem where the roles of work and family needs are difficult to equate, This has the potential to lead to ugly consequences for the condition of employees. Frone et al. (1992) A situation in which a person's work coincides with responsibilities in the personal life of the family, Examples include arriving on time, completing simultaneously, or doing extra hours. Giovanni & Margaretha (2013) describe form of role conflict where employees must balance their family responsibilities with their work, making it difficult to distinguish between situations where work interferes with family and family interferes with work. Employees who experience conflict due to heavy work demands may have to work additional hours, reducing the time they can spend with their families, which negatively impacts their work situation. The pressure from work and family cannot be combined properly, causing a negative impact on the working conditions of employees. At PT Firad Mandiri in Sorowako, East Luwu Regency, there are indications of problems related to turnover intention caused by work exhaustion.

As said by Schultz (1991) that work exhaustion is a condition that causes a decrease in performance which can result in work errors. A high level of fatigue can increase the risk of leaving work or regression from work. The risk of high work exhaustion can cause high work stress. Work stress is the feeling of pressure experienced by employees when facing work Mangkunegara (2017). Fatigue complies Sedarmayanti (2009) is a pattern that arises in conditions that generally occur in everyone who is no longer able to carry out activities. (Setyawati, 2010) suggests that work exhaustion is a complex phenomenon caused by internal and external factors. The internal factor that influences work exhaustion is an inadequate work environment, while the external factor is psychosocial problems. According to Talae (2020), work burnout is the experience of long-term fatigue and decreased motivation and interest in work. Continuous work stress can be

a triggering factor for turnover intention because employees feel that stressful working conditions can be detrimental to their overall well-being.

According to Asnawi & Bachroni (1999), involves the interaction between stress-causing factors in the workplace and an individual's ability to deal with them, which determines whether the responses are good or bad. In situations where individuals feel capable of coping with work demands, the response is positive. Individuals who can manage stress well can see it as a challenge that can motivate personal growth and development. On the other hand, if an individual feels that his or her capacity is insufficient to cope with work demands, the response is negative. This can lead to increased stress, fatigue, and decreased psychological well-being. Stress can occur at high levels and last for a long period of time, so it can hinder a person's performance.

The intention to quit work describes the desire or tendency of an employee to leave their position voluntarily or switch to another workplace based on their personal decision (Mobley, 1978). Harninda (1999) and Harnoto (2002) also formulate turnover intention as a strong level of desire. If a company fails to recruit competent employees in a timely manner, they may experience significant losses when employees choose to leave the organization.

By referring to the relationship between turnover intention, work-family conflict, work exhaustion, and work stress, a study was conducted to investigate the impact of work-family conflict and work exhaustion on the desire to stop working conveyed through work stress in employees PT Firad Mandiri in Sorowako, East Luwu Regency. From the phenomenon above, here's the conceptual model and hypothesis of this research:

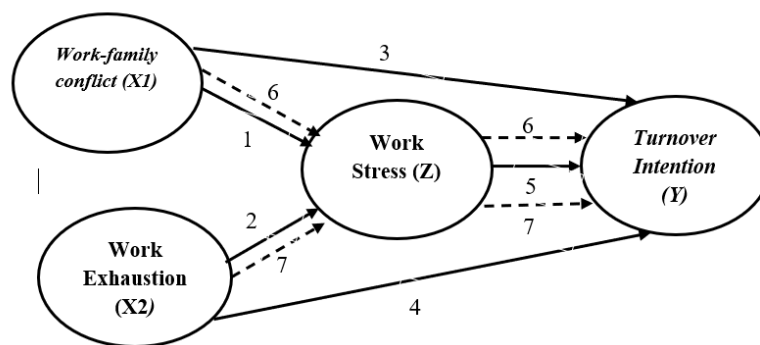


Figure 1. Conceptual Model

The hypotheses that will be tested in this research are:

1. H1: Conflict between work and family has a positive and meaningful impact on the desire not to continue. among PT Firad Mandiri employees in Sorowako, East Luwu Regency.
2. H2: Activity fatigue has a good and significant impact on the desire to stop working among employees of PT Firad Mandiri in Sorowako, East Luwu Regency.
3. H3: Conflict between work and family has a good and suitable impact on the level of work difficulty among employees of PT Firad Mandiri in Sorowako, East Luwu Regency.
4. H4: Work exhaustion work stress among PT Firad Mandiri employees in Sorowako, East Luwu Regency.
5. H5: PT Firad Mandiri employees in Sorowako, East Luwu Regency.
6. H6: has a good and meaningful influence on the desire to stop working, which is mediated work stress, in employees of PT Firad Mandiri in Sorowako, East Luwu Regency.
7. H7: Good and significant work exhaustion, mediated by work stress, on employees of PT Firad Mandiri in Sorowako, East Luwu Regency

2. Methods

The search applied is a quantitative approach with an explanatory research design. The purpose of this study was to test hypotheses related to the impact of conflict between work and family and work burnout on the desire to stop working, as well as the role of work stress as a mediator variable. The research subjects are employees of PT Firad Mandiri in Sorowako, East

Luwu Regency. Data collection techniques include questionnaires, interviews, and documentation, with primary data obtained from respondents and secondary data from the Human Resources Development section of PT Firad Mandiri. The sampling technique is probability sampling, with a sample size of 40 employees representing certain characteristics of the population

Operational Definition of Variables

1. *Work-Family Conflict*(X1)

The measurement of the variable refers to opinion Greenhaus & Beutell (1985) regarding the multidimensionality of work-family conflict through 3 indicators, namely;

- a. Time-based conflict (Time-based conflict); X1.1
- b. Strain-based conflict; X1.2
- c. Behavior-based conflict; X1.3

2. *Work Exhaustion* (X2)

Indicators of work exhaustion stated by Suma'mur (2009), namely;

- a. Indicates a weakening of activities; X2.1
- b. Indicates a weakening of motivation; X2.2
- c. Describe the picture of physical fatigue due to general discomfort; X2.3

3. *Turnover Intention*(Y)

Several indicators for measuring turnover stated by Mobley (1978), namely;

- a. Thinking about quitting (thinking of quitting); Y.1
- b. Search for alternative jobs (intention to search for alternatives); Y.2
- c. Intention to quit (intention to quit); Y.3

4. *Work Stress* (Z)

Indicators of work stress according to Robbins (2006), namely;

- a. Task demands; Z.1
- b. Role demands; Z.2
- c. Interpersonal demands; Z.3
- d. Organizational structure; Z.4
- e. Organizational leadership; Z.5

Data analysis

The data analysis method in this research begins with taking an inventory of primary data or respondents' answers through a collected questionnaire with steps carried out through data editing, data coding, data tabulation, and scoring Sugiyono (2015). Analysis used in this research are; inferential statistical analysis in the form of model evaluation (outer model and inner model), and hypothesis testing (P-Values)

3. Results and Discussion

1. Outer Model Evaluation Results

Evaluation of the outer model uses several tests, including;

Table 2.Discriminant Validity

Construct	X1	X2	Y	Z
X1	0.884			
X2	0.966	0.844		
Y	0.876	0.823	0.872	
Z	0.951	0.942	0.882	0.877

Source: Questionnaire data processed, 2024

From the data presented in the table, the square root value of the variance of AVE extraction of all constructs exceeds the correlation value between constructs. In addition, the variance value

of AVE extraction of all constructs also exceeds the threshold of 0.60. Thus, it can be concluded from the constructs studied in this study that meet the requirements of discriminant validity.

Table 3.Composite Reliability and Cronbach Alpha

Construct	Composite Reliability	AVE
<i>Work-Family Conflict</i> (X)	0.966	0.781
work exhaustion (X2)	0.966	0.712
<i>Turnover Intention</i> (Y)	0.962	0.760
Work stress (Z)	0.968	0.768

Source: Questionnaire data processed, 2024

it is seen that the reliability of the composite and the Cronbach alpha value of all constructs exceeds 0.70. Thus, it can be concluded that all constructions meeting reliability standards are required.

2. Structural Model Test Results (Inner Model)

some of the methods to be used include measurement of the determinant coefficient R2 (R-Square), prediction relevance Q2 (Q-square), and model fit.

a. Evaluation of Structural Models via R-Square

Table 4.Evaluation of Structural Models via R-Square

Endogenous Latent Variables	R-Square
<i>Turnover Intention</i> (Y)	0.797
Work Stress (Z)	0.908

Source: Questionnaire data processed, 2024

From the table, the value of the coefficient of determination (R-squared) of the latent variable (Y) is 0.797 or 79.7%. that the combination of (X1) and work exhaustion (X2) has an effect of 79.7% on Turnover Intention (Y). Meanwhile, about 20.3% of the unexplained variability (1-R-Square) is thought to be contributed by other factors not investigated.

Then, the value of the coefficient of determination (R-squared) for the working voltage (Z) is 0.908 or equivalent to 90.8%. This shows that the combination of Work-family conflict (X1), work exhaustion (X2), and Turnover Intention (Y) together exert an effect of 90.8% on work stress (Z). Meanwhile, about 9.2% of the unexplained variability (1-R-Square) is thought to be contributed by other observed factors.

b. Structural Model Evaluation via Q-Square

The measure is already equivalent and significant of the coefficients in regression analysis. When the Q-Square value gets higher, it indicates that the model tends to fit better or better fit the data. The following is the result of the Q-Square calculation:

$$\begin{aligned}
 Q\text{-Square} &= 1 - (1 - R21) (1 - R22) \\
 &= 1 - (1 - 0.674) (1 - 0.908) \\
 &= 0.970
 \end{aligned}$$

From this calculation, a Q-Square of 0.970 is obtained. It's discussed that about 97% of the variation of this study is explained by this research model. In addition, about 3% of variation was explained by factors not listed in the study model.

c. Evaluation of Structural Models via Goodness of Fit (GoF)

close to zero value, Goodness of Fit indicates quality and vice versa, if Goodness of Fit is close to 1 (one) then it indicates that the better. The criteria for strong or weak research models based on Goodness of Fit measurements according to Ghozali and Latan (2012) are 0.36 (GoF large); value 0.25 (GoF medium), and value 0.10.

Table 5. Evaluation of Structural Models via Godness of Fit (GoF)

Construct	R-Square	Communality
<i>Work-Family Conflict(X)</i>		0.781
work exhaustion (X2)		0.712
<i>Turnover Intention(Y)</i>	0.797	0.760
Work stress (Z)	0.908	0.768
Average	0.852	0.755

Source: Questionnaire data processed, 2024

Based on the table above, the Goodness of Fit calculation is:

$$\begin{aligned}
 \text{GoF} &= \sqrt{(\text{AR } 2 \times \text{ACom})} \\
 &= \sqrt{(0.852 \times 0.755)} \\
 &= \sqrt{0.643}
 \end{aligned}$$

Description: AR 2 = average R-Square

Aco = averagecommunality

From these calculations, the summary drawn is that in general, the structural models in this study have significant predictive capabilities. This indicates that the model well describes the data.

3. Hypothesis Testing Results (P-Values)

Table 6. Direct Effect and Indirect Effect

Hypothesis	Original Sample	T-Statistics	P-Values
<i>Work-family conflict(X1) → Turnover Intention(Y)</i>	0.805	2,077	0.038
work exhaustion (X2) → Turnover Intention (Y)	0.578	2,571	0.010
<i>Work-family conflict(X1) → Work stress (Z)</i>	0.612	3,587	0,000
work exhaustion (X2) → Work stress (Z)	0.351	2,060	0.039
Work stress (Z) → Turnover Intention (Y)	0.662	1,664	0.096
<i>Work-family conflict(X1) → Workstress (Z) → Turnover Intention(Y)</i>	0.405	1,476	0.140
work exhaustion (X1) → Work stress (Z) → Turnover Intention(Y)	0.233	1,230	0.219

Source: Questionnaire data processed, 2024

Based on the P-Values in table 6, hypothesis testing can be explained as follows:

a. The Influence of Work-Family Conflict on Turnover Intention

variable (X1) to variable (Y) indicates a P-Value lower than 0.05 ($0.038 < 0.050$). All in all, the relation results in a calculated T value of 2.077, exceeding the T value in the box, which is 1.96, showing a significant effect. therefore, the alternative hypothesis (H1) acceptable to the null hypothesis (H0) is rejected, indicating that the factor has a significant influence on the employee's job desire.

b. The Effect of work exhaustion on Turnover Intention

It known that path of work exhaustion (X2)Turnover Intention (Y) has a P-Values value that is smaller than 0.05 ($0.010 < 0.050$). continued, the relationship between work fatigue and the desire to stop work showed a significant impact, with the calculated T value reaching 2.571, which exceeded the T value in the table, which was 1.96. Therefore, the alternative hypothesis (H1) was accepted and the null hypothesis (H0) was rejected, indicating that work fatigue had a significant influence on the desire to change jobs in PT Lintas Secure Indonesia employees in Sorowako, East Luwu Regency, South Sulawesi.

c. The Effect of Work-Family Conflict on Work Stress

is known that (X1) towards (Z) has a P-Values that are below 0.05 ($0.000 < 0.050$). What's more, the correlation between work and family problems and work stress showed a valid impact, with the calculated T value reaching 3.587, which exceeds the T value in the table, which is 1.96. The alternative hypothesis (H1) was accepted while the null hypothesis (H0) was rejected, indicating that it had an influential effect on PT Lintas Secure Indonesia employees in Sorowako, Luwu Regency .

d. The Effect of Work Exhaustion on Work Stress

It is known that path (X2)Work (Z) has a P-Values value that is smaller than 0.05 ($0.039 < 0.050$). In addition, the relationship between work exhaustion and work stress shows a The calculated T value is 2.060, which $>$ the T value in the table is 1.96, this explains that the alternative hypothesis (H1) is accepted while the null hypothesis (H0) is rejected. Therefore, it can be concluded that work fatigue can have a positive and significant influence on the level of work stress in PT Lintas Secure Indonesia employees in Sorowako, East Luwu Regency, South Sulawesi..

e. The Effect of Work Stress on Turnover Intention

It known that path (path) (X2)→(Y) has a P-Values value that is smaller than 0.05 ($0.096 < 0.050$). In addition, the relationship between the weight of work and the application to stop working showed an inconsistent impact, from the calculated T value of 1.664, which $<$ the T value in the table, which is 1.96. Thus, H0 is accepted and H1 is rejected, The results showed that the employment rate did not have a significant good impact on PT Lintas Secure Indonesia employees in Sorowako, East Luwu Regency, South Sulawesi, to leave work.

f. The impact of conflict between work and family on the desire to stop working, which is affected

Analysis of the study found that problems between work and family validly impact the desire to leave work. So, the hypothesis has been approved, and it is concluded that this factor can be an indicator to identify the desire of PT Firad Mandiri employees in Sorowako, East Luwu Regency, South Sulawesi, to change jobs or quit the company.

g. The Effect of Work Exhaustion on Turnover Intention which is mediated by Work Stress

work exhaustion effect on turnover intention, and this effect is mediated by work stress. Therefore, the first hypothesis is accepted, and it can be concluded that this variable can be used to detect the desire to among PT Firad Mandiri employees in Sorowako, East Luwu Regency, South Sulawesi.

Discussion

The Influence of Work-Family Conflict on Turnover Intention

The research results show that work-family conflict has a significant effect on turnover intention. Therefore, the first hypothesis is accepted, and it can be interpreted as meaning that this variable can be used to detect the desire to leave the company or turnover intention among PT Firad Mandiri employees in Sorowako, East Luwu Regency, South Sulawesi.

The Effect of Work exhaustion on Turnover Intention

The second hypothesis is accepted, and it can be concluded that this variable can be used to detect the desire to leave the company or turnover intentions among employees of PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi.

The Effect of Work-Family Conflict on Work Stress

show that work stress has a significant effect on work-family conflict. Therefore, the second hypothesis is accepted, and it can be concluded that this variable can be used to detect in employees of PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi.

The Effect of Work Exhaustion on Work Stress

The findings suggest exhaustion. Therefore, the fourth hypothesis is accepted, and it can be concluded that work exhaustion can be used to detect work stress in employees of PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi.

The Effect of Work Stress on Turnover Intention

The research findings indicate that work stress does not significantly impact turnover intention among PT Firad Mandiri employees in Sorowako, East Luwu Regency, South Sulawesi. Therefore, the fifth hypothesis is rejected, suggesting that work stress cannot directly influence the desire to leave the company or turnover intention in these employees.

The Effect of Work-Family Conflict on Turnover Intention Mediated by Work Stress

The findings from the research indicate that does not significantly influence turnover intention, which is mediated by work stress. As a result, the sixth hypothesis is disproved. This implies that work stress does not play a role in mediating the relationship between the independent and dependent variables, meaning that it cannot directly impact the variable on turnover intention among PT Firad Mandiri employees in Sorowako, Regency. East Luwu, South Sulawesi.

The Effect of Work Exhaustion on Turnover Intention Mediated by Work Stress

Work exhaustion has no significant effect on work stress. Therefore, the seventh hypothesis is rejected, and it can be concluded that this variable cannot directly affect the variable turnover intention among employees of PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi.

4. CONCLUSIONS

Conclusion

1. The conclusions obtained from the research are as follows:
2. indicating that it is an important factor to consider in addressing turnover intention issues at PT Firad Mandiri in Sorowako, East Luwu Regency, South Sulawesi.
3. Work exhaustion positive effect on turnover intention, suggesting another important factor to consider in overcoming turnover intention problems at PT Firad Mandiri.
4. highlighting its importance in managing work stress at the company.
5. Work exhaustion also has a significant positive effect on work stress, indicating that it is a significant factor in work stress management at PT Firad Mandiri.
6. Low levels of work stress in the company do not have a significant effect on the desire to stop working (turnover intention). Showing low job stress does not affect the level of employee desire to neglect work.
7. Research shows that there is no mediating role of work stress problems between and the desire to quit work. This indicates that the desire to quit work is directly influenced by problems between, without interference from as another variable.

8. acts as an intermediary between work fatigue and the desire to quit work (turnover intention). That is, the desire to stop working is directly influenced by the level of work fatigue, without the intermediary of the level of work stress.

Suggestion

1. Based on the research conclusions above, here are several suggestions for the results of this research:
2. Future researchers should consider examining other variables or factors that influence turnover intention, such as compensation and job satisfaction. Additionally, alternative research methods, such as in-depth interviews with employees, can be employed to gather more diverse information on turnover intention.
3. The head of the PT Firad Mandiri agency in Sorowako, East Luwu Regency, can use the research findings to enhance the image or performance of the service, potentially increasing its usability and actual users, without compromising its role.

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