

Job Stress as a Mediation on the Effect of Work-Family Conflict on Turnover Intention

I Gusti Ayu Nadia Paribawa Dewi¹, IGA Manuati Dewi²

Faculty of Economics and Business, Udayana University, Bali

ABSTRACT: *The purpose of this study was to determine the effect of work-family conflict on employee turnover intention through mediating job stress in the Billy's 69 group Bali. This research was conducted at Billy's 69 Bali Group located in Legian, Jatiluwih, Peraan and Bedugul, with a total sample of 78 people, the analysis technique used was path analysis. Based on the path analysis test shows partial work-family conflict has a positive and significant effect on job stress. Work-family conflict partially has a positive and significant influence on turnover intention. Job stress partially has a positive and significant influence on turnover intention. Job Stress is able to significantly mediate the effect of Work-Family Conflict on Turnover Intention.*

KEYWORDS: *work-family conflict, turnover intention, job stress*

I. INTRODUCTION

The desire to get out is an interesting topic and has received much attention from many researchers in the field of human resources. The desire to leave can be an indication of incompatibility between employee desires and what is provided by the company. Riley (2011) states the desire to leave can be influenced by two things, namely organizational factors and individual factors. Organizational factors that can cause a desire to leave include salary, heavy work, inflexible working hours, and an unsupportive work environment. While individual factors that can cause a desire to leave are work-family conflict, job stress, low job satisfaction, and low organizational commitment.

Turnover is the behavior of employees who have a close relationship with the desire to leave their jobs so the company is faced with decreased employee continuity and high costs that must be incurred to withdraw and train new employees. Job stress and low job satisfaction are factors that can lead to a person's desire to leave his job (Moore, 2011).

Work-Family Conflict positively influences employee turnover. This was explained by Altangerel (2015) that if work-family conflict is high, then employees are not focused on working and have the possibility to resign from work. Work-family conflict has a positive effect on job stress. Job stress has a positive effect on employee turnover because if the worker is more stressed, then the worker will have a high probability of resigning from the company (Waspodu et al, 2013).

II. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

The heavy workload that requires employees to do work overtime so that coming home late at night causes less attention to the family. This has the consequence that in accordance with the duties and responsibilities carried on office work, it is difficult for employees to meet the needs and responsibilities of the family. For example, can not attend dinner with family because they are still in the office or can not accompany and supervise their children in learning. Research conducted by Judge and Colguiti (2014), Hammer, et al., (2014), and Bazana and Dodd (2013), from the results of his research say that work family conflict has a positive effect on job stress. This is because the higher the work family conflict experienced by employees, it tends to cause high job stress on employees. Based on these results it can be concluded the following hypothesis:

H1: Family work conflict has a positive and significant effect on job stress.

Work-family conflict can affect turnover intention depending on the dimensions of work-family conflict itself. Previous research by, Boyar et al., (2013) results that work-family conflict is significantly correlated with turnover intention, which shows that work-family conflict is the dominant predictor of turnover intention. Factors of work-family conflict, namely family interference with work and work interference with

family, have a positive and significant effect on staff turnover intention. Similarly, research conducted by Raza-ullah et al., (2014), Ghayyur & Jamal (2012), Blomme et al., (2010), Lathifah and Rohman (2014), Amelia (2010) Ngadiman et al. (2014) suggested that work-family conflict has a positive effect on turnover intention. This means that the higher the perceived conflict, the higher the desire for someone to leave the company. Other researchers namely Wulandari and Adnyani (2016) in their study said that family work conflict has a positive effect on turnover intention. Based on these results it can be concluded the following hypothesis:

H2: Work-Family Conflict has a positive and significant effect on employee turnover intention.

Job stress is very influential on Turnover intention, as explained by previous researchers by Bashir and Durrani (2014); Javved et al., (2014) and Rizwan et al., (2014), which results that job stress has a positive and significant effect on turnover intention that occurs, so that if job stress increases, the level of staff tendency to move will also increase, thus the opposite. Similarly, previous research conducted by Irvianti and Verina (2015) states that job stress influences Turnover intention Green et al., (2013) states that the desire of employees to leave the company. Other studies conducted by Klassen (2011) in his research Turnover intention. suggests the positive and significant influence of job stress on turnover intention. Loh (2017) argues that job stress has a positive and significant effect on turnover intention, job stress will cause work performance to decrease and interfere with work performance. Based on these results it can be concluded the following hypothesis:

H3: Job stress has a positive and significant effect on employee turnover intention.

Research on the effects of job stress, perceptions of organizational support and gender on work family-conflict in Hong Kong conducted by Foley, et al (2005) resulted in the conclusion of two types of conflict namely Work-Family Conflict and Family-Work Conflict positively correlated with the three types of stress roles work. Types of job stress roles are role ambiguity, role conflict, and role overload. Other research conducted by Ram, et al, 2011 is role conflict and role ambiguity in a positive and significant way to job stress. According to Ghayyur and Jamal 2012 in their research said that work to family conflict and family to work conflict positively and significantly correlated with turnover intention. Other researchers namely Nardiana (2014) in her study said that job stress mediates the effect of work-familyconflict on intention to turnover. Based on these results it can be concluded the following hypothesis:

H4: Job stress mediates the effect of work-family conflict on turnover intention

III. METHODS

This research was conducted at Billy's 69 Bali Group which is located in Legian, Jatiluwih, Peraan and Bedugul. The population in this study were all Billy's 69 Group Bali employees, totaling 110 people.

The sample in this study amounted to 78 people. The method of determining the sample used in this study is the method of purposive sampling, where researchers determine the sampling by setting specific characteristics in accordance with the objectives of the study, so it is expected to answer the research problem. Based on this, the sample in this study were all married employees who accounted for 78 people. Because married employees are more likely to have work-family conflicts that affect turnover intention.

This research uses questionnaire as the main instrument and path analysis as a data analysis technique. Path analysis is an extension of multiple linear regression analysis. Path analysis is an analysis to examine the effect of mediating variables in this study.

IV. RESULT AND DISCUSSION

Validity testing is done by calculating the Pearson correlation value. An instrument is said to be valid if the Pearson correlation value of the total score is above 0.30. Table 4 presents the results of the test validity of research instruments.

Table 1.
Validity Test

Variable	Instrument	Pearson Correlation	Description
Work-family conflict (X)	X.1	0,863	Valid
	X.2	0,779	Valid
	X.3	0,669	Valid
Job Stress (M)	M.1	0,858	Valid
	M.2	0,857	Valid
	M.3	0,857	Valid
	M.4	0,879	Valid
	M.5	0,849	Valid
	M.6	0,638	Valid
	M.7	0,695	Valid
	M.8	0,682	Valid

<i>Turnover intention (Y)</i>	Y.1	0,800	Valid
	Y.2	0,461	Valid
	Y.3	0,639	Valid

Primary Data, 2019

Based on Table 4 shows that all statement indicators in the variable work-family conflict, job stress and Turnover Intention have a Pearson correlation that is greater than 0.30 so that all of these indicators are valid. Reliability testing shows the extent to which a measuring device can be trusted or reliable. This test is carried out on instruments with Cronbach's alpha coefficient, if it is greater than 0.600, the instrument used is reliable. Table 5 presents the results of the reliability test of the research instrument.

Table 5.
Reliability Result

Variable	Cronbach's Alpha	Description
Work-family conflict (X)	0,640	Reliable
Job stress (M)	0,908	Reliable
Turnover intention(Y)	0,732	Reliable

Primary Data, 2019

Based on Table 5 shows that the three research instruments namely the variable work-family conflict, job stress and turnover intention have a Cronbach's Alpha coefficient of greater than 0.600 so that the statements on the questionnaire are reliable.

Path coefficient calculation is done by regression analysis through SPSS 21.0 for Windows, the following results are obtained:

Table 6.
Path Analysis I

Variable	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t statistic	Sig.
(Constant)	17,096	6,597		2,592	0,011
Work-family conflict	1,112	0,519	0,239	2,144	0,035
R Square	0,057				
F Statistic	4,595				
Sig. F		0,035			

Primary Data, 2019

Based on Table 6 above it can be seen that the path diagram coefficient (path) the direct effect of work-family conflict on job stress is 0.239, then the structural equation is as follows:

$$M = 0,239X$$

Tabel 7.
Path Analysis II

Variable	Unstandardized Coefficients	Std. Error	Standardized Coefficients	t hitung	Sig. uji t
(Constant)	5,762	0,847		6,803	0,000
Work-family conflict	0,420	0,066	0,576	6,393	0,000
Job stress	0,031	0,014	0,200	2,218	0,030
R Square	0,426				
F Statistic	27,874				
Sig. F	0,000				

Primary Data, 2019

Based on Table 14 above, it can be seen that the path coefficient diagram of the direct effect of work-family conflict on turnover intention is 0.576 and the direct effect of job stress on turnover intention is 0.200, the structural equation is as follows:

$$Y = 0.576X + 0.200Y$$

Based on the substructure 1 and substructure 2 models, the final path diagram model can be arranged. Before constructing the final path diagram model, first calculate the standard error value as follows:

$$Pe_i = \sqrt{1 - R_i^2}$$

$$Pe_1 = \sqrt{1 - R_1^2} = \sqrt{1 - 0,57} = 0,43$$

$$Pe_2 = \sqrt{1 - R_2^2} = \sqrt{1 - 0,426} = 0,574$$

Based on the calculation of the effect of error (Pei), the result of the effect of error (Pe1) is 0.43 and the effect of error (Pe2) is 0.574. The results of the total coefficient of determination are as follows:

$$\begin{aligned} R^2_m &= 1 - (Pe_1)^2 (Pe_2)^2 \\ &= 1 - (0,43)^2 (0,574)^2 \\ &= 1 - (0,185) (0,329) \\ &= 1 - 0,061 = 0,939 \end{aligned}$$

A total determination value of 0.939 means that 93.9% of variations in consumer turnover intention are influenced by variations in work-family conflict and variations in job stress, while the remaining 6.1% is explained by other factors not included in the model.

Based on the results of the analysis of the influence of work-family conflict on job stress obtained by the value of Sig. of 0.035 with a beta coefficient of 0.239. Sig value $0.035 < 0.05$ indicates that H0 is rejected and H1 is accepted. This result means that work-family conflict has a positive and significant effect on job stress. Based on the analysis of the effect of work-family conflict on turnover intention, the Sig. of 0,000 with a beta coefficient of 0.576. Sig value $0,000 < 0.05$ indicates that H0 is rejected and H2 is accepted. This result means that work-family conflict has a positive and significant effect on turnover intention. Based on the results of the analysis of the effect of job stress on turnover intention, the value of Sig. of 0.030 with a beta coefficient of 0.200. Sig value $0.030 < 0.05$ indicates that H0 is rejected and H3 is accepted. This result means that job stress has a positive and significant effect on turnover intention.

The Sobel test is calculated by the formula below:

$$Z = \frac{ab}{\sqrt{a^2s_b^2 + b^2s_a^2 + s_a^2s_b^2}}$$

Information:

$$\begin{aligned} a &= 0,239 \\ s_a &= 0,519 \\ b &= 0,200 \\ s_b &= 0,14 \end{aligned}$$

$$\begin{aligned} Z &= \frac{0,239 \cdot 0,200}{\sqrt{0,200^2 \cdot 0,519^2 + 0,239^2 \cdot 0,14^2 + 0,519^2 \cdot 0,14^2}} \\ &= \frac{0,0478}{\sqrt{0,01076 + 0,0011172 + 0,005274}} \\ &= \frac{0,0478}{\sqrt{0,0172044}} \\ &= \mathbf{2,778} \end{aligned}$$

If the calculated Z value is greater than 1.96 (with a 95 percent confidence level), then the mediator variable is assessed to significantly mediate the relationship between the dependent variable and the independent variable. Based on the sobel calculation above, the Z value is 2.778. This means that job stress variables positively and significantly mediate the relationship between work-family conflict variables and turnover intention. It shows that H4, namely job stress mediates the effect of work-family conflict on accepted turnover intention.

Based on the results of the path analysis as set out in table 13 (Path Analysis Results Substructure I), states that work-family conflict (X) partially has a positive and significant effect on job stress (M) on Billy's 69 Group Bali (H1 accepted). This can be seen from the positive value of the beta coefficient (+) which is equal to 0.239, which means that the work-family conflict variable (X) has a positive effect on the job stress variable (M) and if the work-family conflict variable is raised by one unit, the stress variable employment will increase by 0.239. Also seen from the significance value of $0.035 < 0.05$, it states that the work-family conflict variable significantly influences the job stress variable (M). The results of this study are consistent with previous studies conducted (Aldoko, 2016) and (Romadon, 2014) which state that the work-family conflict variable has a significant effect on job stress variables. Research results from (Aldoko, 2016) and (Romadon, 2014) are also strengthened by research (Wang et al., 2016) which states that the work-family conflict variable has a positive and significant effect on job stress variables.

Based on the results of the hypothesis test set forth in table 4.13 (Path Analysis Results of Substructure II), it states that H2 is a variable work-family conflict (X) partially positive and significant effect on turnover intention (Y) on Billy's 69 Group Bali accepted. This can be seen from the positive value of beta coefficient (+) that is equal to 0.576 which means that the work-family conflict variable (X) has a positive effect on the job stress variable (M) and if the work-family conflict variable is raised by one unit, then the job stress variable will increase by 0.576. Also seen from the significance value of $0.000 < 0.05$, states that the work-family conflict

variable has a significant effect on the variable turnover intention (Y). The results of this study are consistent with previous research conducted (Rejeki et al., 2015) and which states that the work-family conflict variable has a significant effect on turnover intention variables as well as other studies conducted by (Widya and Yudi, 2017) who find that Work-family conflict variables have a significant effect on turnover intention variables.

Based on the results of the hypothesis test set forth in table 4.13 (Path Analysis Results of Substructure II), it states that H3, namely the job stress variable (M) partially has a positive and significant effect on the variable turnover intention (Y) on Billy's 69 Group Bali accepted. This can be seen from the positive value of beta coefficient (+) which is equal to 0.200, which means that the work-family conflict variable (X) has a positive effect on the job stress variable (M) and if the work-family conflict variable is raised by one unit, then the job stress variable will increase by 0,200. Also seen from the significance value of $0.03 < 0.05$, states that the variable job stress (M) has a significant effect on the variable turnover intention (Y). The results of this study are not in accordance with previous studies conducted (Upamannyu, 2012) which states that there is no effect of job stress on turnover intention. But the results of research from (Bastian, 2014) and (Anwar et al., 2011) which states that the job stress variable has a positive and significant effect on the variable turnover intention.

Based on Table 15 above it can be seen that there is an influence of work-family conflict (X) on job stress (M) and turnover intention (Y) with a total effect of 0.624 which was previously mediated by the variable job stress (M) through an indirect effect of 0.048 which means work-family conflict has a positive and significant effect on job stress and turnover intention in Billy's 69 Group Bali. In addition, the sobel test results state that H4, namely the job stress variable (M) mediates the effect of the work conflict variable (X) on the turnover intention variable (Y) accepted, it can be seen from the Zhitung value of 2.778 greater than 1.96. The above research results are supported by previous research conducted by Aditya and Sri, 2017, which states that job stress has a positive and significant effect in mediating the effect of work-family conflict on corporate reputation. Work-family conflict is an activity that is designed to produce and facilitate exchanges intended to satisfy human needs or desires, so that job stress will these needs and desires occur, with minimal adverse impacts on the natural environment. The results of this study indicate that work-family conflict affects turnover intention in Billy's 69 Group Bali. This implies that in the future the company pays more attention to and improves work-family conflict strategy in order to increase turnover intention in Billy's 69 Group Bali.

This research has been attempted and carried out in accordance with scientific procedures, however it still has limitations, namely the factors that affect turnover intention in this study only consists of two indicators, namely work-family conflict, and job stress, there are still many other factors that affect Turnover intention that can be done further research in the future.

The study chose only one research location only in the Faculty of Economics and Business Non-Regular Program. In the future can be developed by having more than one location. There is a limitation of research using a questionnaire that is sometimes the answers given by the sample do not indicate the real situation.

V. CONCLUSION

Work-family conflict partially has a positive and significant impact on job stress at Billy's 69 Group Bali, this means that the higher the work-family conflict will increase job stress at Billy's 69 Group Bali. Work-family conflict partially has a positive and significant influence on Turnover intention in the Billy's 69 Bali Group, this means that the higher the work-family conflict will increase the Turnover intention in the Billy's 69 Bali Group. Job stress partially has a positive and significant influence on Turnover intention in Billy's 69 Group Bali, this shows that high job stress has a significant influence in increasing Turnover intention in Billy's 69 Group Bali. Job stress is able to mediate the effect of Work-Family Conflict on Turnover Intention significantly, which means that with job stress can worsen the relationship between the influence of Work-Family Conflict on Turnover Intention.

The Billy's 69 Bali Group is expected to be able to create a conducive work environment within the company where the company can maximize employee performance so that all work can be completed on time which does not result in additional working hours which results in reduced employee time with his family. In addition the company can create events or activities that involve employees and their families such as Family Gathering about once a year. It is hoped that this will be able to reduce the Occupational-Family conflict and job stress in the Billy's 69 Group Bali work environment that can reduce the Turnover Intention on the employee. For further research is expected to be able to develop this research model by adding other variables that affect employee turnover intention in addition to the work-family conflict and job stress variables supported by the latest theory. Further researchers are also expected to expand the scope of the research area and research location so that research results can be implemented in general.

REFERENCES

- [1]. Altangerel, O., Wang R., Ehsan E., and Bayandalai Dash. 2015. Investigating the Effect of Job Stress on Performance of Employees. *International Journal of Scientific and Technology Research*, 4(2):276-280.
- [2]. Amelia, Anisah. 2010. Pengaruh *Work-to-Family Conflict dan Family to Work Conflict* Terhadap Kepuasan dalam Bekerja, dan Kinerja Karyawan. *Jurnal Ekonomi dan Bisnis*. 4(3). 201-219.
- [3]. Bashir, Asma. 2014. A study on Determinants of TI In Pakistan. *Journal of Public Administration and Governance*, 4(3):415-432.
- [4]. Bazana, S. and N, Dodd. 2013. Conscientiousness, Work Family Conflict and Stress Amongst Police Officers in Alice, South Africa. *Journal of Psychology*, 4(1), pp: 1-8.
- [5]. Blomme, Robert.J., dan Andrew, Li. 2012. "*Being important matters : The impact of work family centralities on the family-to-work conflict-satisfaction relationship*". Dalam *Jurnal of Human Relations*, 65:473.
- [6]. Boyar, G.S., Maerts, A. Person, and S. Keough. 2013. Work-Family conflict: A Model of linkage between work and family domain variables and turnover intention. *Journal of Managerial Issue*, 40 (2): 175-190.
- [7]. Ghayyur, Muhammad., and Jamal, Wassef. 2012. *Work family conflict: A case of Employees turnover intention. Journal of science dan humanity*. :43-57
- [8]. Hammer, TH., PO., Saksvik, K. Nytro., H. Torvatn and M. Bayazit. 2014. Expanding the Psychosocial Work Environment: Workplace Norms and Work-Family Conflict as Correlates of Stress and Health. *Journal of Occupational Health Psychology*, 9(1), pp: 83-97.
- [9]. Hom, P.W., and Griffeth, R.W. 2015. A Structural equation modelling test of a turnover theory: Cross sectional and longitudinal analysis. *Journal of Applied Psychology*, 76:350-366.
- [10]. Hoque, Rajidul. 2015. Work-Family Life Conflict of Government and Private Organization Personnel. *The International Journal of Business and Management*, 3(2):155-161.
- [11]. Irvianti, Laksmi. S. D., Verina, dan Renno Eka. 2015. Analisis Pengaruh Stres Kerja, Beban Kerja dan Lingkungan Kerja Terhadap Turnover Intention Karyawan pada PT XL. Axiata Tbk Jakarta. *Binus Business Review*, 6(1):117-126.
- [12]. Ivancevich, dkk. 2017. *Perilaku dan Manajemen Organisasi Jilid 1 Edisi Ketujuh*. Jakarta: Erlangga. : 88-97
- [13]. Ivanko, Stefan. 2012. *Organisational Behavior*. Ljubljana: University Of Ljubljana Faculty of Public Administration.:105-116
- [14]. Judge, TA. and JA. Colquitt. 2014. Organizational Justice and Stress: The Mediating Role of Work-Family Conflict. *Journal of Applied Psychology*, 89(3), pp: 394-404.
- [15]. Lathifah, Ifah., and Abdul, Rohman. 2014. *The Influence of Work-family conflict on Turnover intentions with Job satisfaction as an Intervening Variable on Public Accountant Firms in Indonesia*. *International Journal of Research in Business*.:153-166
- [16]. Loh, Jiunn-Horng. 2017. A Study Of Role Stress, Organizational Commitment and Intention To Quit Among Mle Nurses In Southern Taiwan. *Journal Of Nursing Reseach*, 15(1) : 67-77.
- [17]. Rizwan, M., Muhammad Q.A., Hafis Muhammad A.M., Faisal Iqbal and Atta Hussain. 2014. Determinant of employees intention to leave: A Study from Pakistan. *International Journal of human Resource Studies*, 4(3): 1-18.
- [18]. Robbins, S., 2011. *Perilaku Organisasi*. Versi Bahasa Indonesia, Jilid 1, edisi ke delapan. Jakarta: Prenhallindo.:54-62
- [19]. Setiawan, R., dan Brian H. 2013. Pengaruh Komimen Organisasional Terhadap Kepuasan Kerja Karyawan Papanon"s Pizza City Of Tomorrow. *Jurnal Studi Manajemen dan Organisasional*, 1(1) : 21-41
- [20]. Waspodo, WGS Agung, Handayani, dan Pramita Widya. 2013. Pengaruh Kepuasan Kerja dan Stres Kerja Terhadap Turnover Intention Pada Karyawan PT. UNITEX Di Bogor. *Jurnal Riset Manajemen Sains Indonesia (JRMSI)*, 4 (1), pp: 102.
- [21]. Wulandari, Ida Ayu Diah., dan I Gusti Ayu Dewi Adnyani. 2016. Pengaruh Work Family Complict Terhadap Turnover Intention Melalui Mediasi Kepuasan Kerja Pada Hotel Grand Ina Kuta. *E-Jurnal Manajemen Unud*, 5(10) : 6146-6173.