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EFFECT OF WORK-FAMILY CONFLICT, JOB STRESS AND JOB SATISFACTION ON BEHAVIOR PHYSICAL WITHDRAWAL OF EMPLOYEES

Ni Made Umayanti Prateka Atmaja, I Gusti Salit Ketut Netra

Faculty of Economics and Business, Udayana University, Bali, Indonesia

ABSTRACT: The purpose of this study was to determine the effect of work-family conflict, job stress and job satisfaction on physical withdrawal behavior. This research was conducted at the Toyota Auto 2000 Tabanan Company. The number of samples taken was 43 employees, with the method of saturated sampling technique. Data collection is done through interviews and questionnaires. The analysis technique used is multiple linear regression analysis. The results showed that work-family conflict and job stress had a positive and significant effect on physical withdrawal behavior, and job satisfaction had a negative and significant effect on employee physical withdrawal behavior. Toyota Auto 2000 Tabanan employees will be loyal to their company if they have low physical withdrawal behavior. This low physical withdrawal behavior tends to be felt by employees because of the perceived work-family conflict which is low, the level of job stress that is felt is low and has high job satisfaction.

Keywords: work-family conflict, job stress, job satisfaction, physical withdrawal behavior.

I. INTRODUCTION

Physical withdrawal behavior is the intention, willingness or will of the individual itself to intentionally withdraw physically from the organization (Marga and Sintaasih, 2017). Even though employees still remain in their jobs (Rurkkhum, 2018), for some reason decided to be less participatory by avoiding work situations that could ultimately lead to resignation in the organization (Alkusani and Sukaris, 2019). The form of the behavior of physical withdrawal, which starts from delays, absenteeism and the desire of employees to quit their jobs voluntarily (intention to leave) (Joy, 2016; Marga and Sintaasih, 2017; Rurkkhum, 2018). Delay is defined as being present late at work (Hastuti, 2015).

Excessive delay can be evidence that an employee wants to be separated from the company. This shows the lack of motivation to arrive at work on time (Noroozi and Masumabad, 2015). Attendance is a huge loss and disruption to employers (Marga and Sintaasih, 2017). Attendance occurs when employees miss one full work day (Noroozi and Masumabad, 2015). The more time absenteeism is taken by an employee, the less work productivity and detrimental to the company because it still spends money to pay employee salaries, but employees do not make any contribution at the time of absence. Attendance has a valid reason such as illness, duties or reasons because there are family members who are sick. However, employees who make withdrawals will use legitimate reasons because to avoid coming to work (Day, 2018). The desire of employees to quit their jobs voluntarily according to their own choice on the employee's decision to leave the company (intention to leave) becomes a big problem for the company (Yuda and Ardana, 2017). The desire of employees to quit their jobs voluntarily will have an adverse effect that can be felt by the company itself, namely the increased recruitment costs that must be borne by the company (Shabrina and Prasetio, 2018). The desire of employees to quit their jobs voluntarily is the cause of turnover in a company.

Employees with physical withdrawal behavior are a serious problem for Toyota Auto 2000 Tabanan. The results of interviews conducted with the Toyota Auto 2000 Tabanan found every month there must be employees who are late, employees who often do work absences and employees who leave the company because of the wishes of the employees themselves. Delay, absence and desire of employees to quit their jobs voluntarily (intention to leave) which is the cause of turnover is an indication of the existence of employee's physical withdrawal that occurs there.

Interviews were conducted with five employees of Toyota Auto 2000 Tabanan. Based on the results of interviews with five employees of Toyota Auto 2000 Tabanan stated that they violated working hours such as arriving on time or not late to the office, spending more time during recess, often absent from work to avoid

work and arising from his desire to quit his job voluntarily (intention to leave), because they do not feel eager to work. This is due to excessive workloads that require employees to be able to achieve the targets set by the company and in dealing with various consumer complaints make employees feel uncomfortable at work. They also mentioned the reason for their absence because of family matters, and two of the five employees have used legitimate reasons (such as illness) to avoid coming to work so that employees can enjoy longer vacation time with family due to frequent overtime at work on holidays. One in five employees has a desire to quit their jobs voluntarily because they feel that the salary they pay is not appropriate for the contribution they have made to the company and prefers to find work elsewhere or open their own garage business. There are many factors that influence the occurrence of p One in five employees has a desire to quit their jobs voluntarily because they feel that the salary they pay is not appropriate for the contribution they have made to the company and prefers to find work elsewhere or open their own garage business. There are many factors that influence the occurrence of p One in five employees has a desire to quit their jobs voluntarily because they feel that the salary they pay is not appropriate for the contribution they have made to the company and prefers to find work elsewhere or open their own garage business. There are many factors that influence the occurrence of pthe behavior of physical withdrawal (physical withdrawal behavior) include family work conflict, job stress, and job satisfaction(Joy, 2016; Marga and Sintaasih, 2017).

One of the factors causing physical withdrawal behavior in employees is the high work-family conflict experienced by employees. Work-family conflict can be defined as a role conflict because of an imbalance between responsibilities at home and responsibilities at work(Long et al., 2016). No tolerance for working hours for employees who are married, often overtime and difficult to ask permission from superiors for family needs, this can cause someone to experience work-family conflict(Nanda and Utama, 2015). Conflicts that occur in the family environment disrupt employee work so that it affects the level of absenteeism of employees involved with the conflict and conflicts that occur at work and at home affect the desire of employees to leave the company (intention to leave).

Some researchers conduct research on the relationship between work-family conflict variables on physical withdrawal behavior, one of which is the result of research conducted byAboobaker et al. (2017)states that there is a significant effect of work-family conflict on the desire of employees to quit their jobs voluntarily (intention to leave). According toHastuti (2015)states that work-family conflict has a positive effect on physical withdrawal behavior. Something similar was expressed byMarga and Sintaasih (2017)namely that work-family conflict has a positive and significant effect on physical withdrawal behavior. Research conducted byRuntuwene et al. (2015) stated that there is a significant effect of work-family conflict on the desire of employees to quit their jobs voluntarily (intention to leave). Zahroh and Sudibya (2016) also suggested that work-family conflict had a positive effect on employees' desire to quit their jobs voluntarily (intention to quit).

Another factor causing the existence of physical withdrawal behavior (physical withdrawal behavior) on employees is the high level of job stress experienced by employees. Job stress is a response that employees may experience when faced with demands and pressures that are beyond their capabilities(Runtuwene et al., 2015). Poor organizational structure, lack of social support from superiors and coworkers, excessive work, the role of conflict, insecurity and discomfort in the work environment can increase the risk of job stress on employees (Marga and Sintaasih, 2017). Job stress affects employee morale which worsens so that there is no enthusiasm for working on the employee so that employees feel uncomfortable in the company and finally the desire of employees themselves to withdraw physically intentionally from the organization, such as employees taking action late, absent from work and even the desire of employees to leave the company (intention to leave).

Some researchers conduct research on the relationship between job stress variables on physical withdrawal behavior, one of which is the result of research conducted byDay (2018)states that job stress has a positive effect on absenteeism. According toLestari and Mujiati (2018)namely that job stress has a positive and significant effect on the employee's desire to quit his job voluntarily (turnover intention). Something similar was expressed byMarga and Sintaasih (2017)namely that job stress has a positive and significant effect on physical withdrawal behavior (physical withdrawal behavior). Research conducted byPratiwi and Ardana (2015) also suggested that there is a positive and significant influence of job stress on employee's desire to quit his job voluntarily (intention to quit). Runtuwene et al. (2015) also suggested that there was a significant effect of job stress on employees' desire to quit their jobs voluntarily (intention to leave).

The low level of employee job satisfaction is also one of the factors causing physical withdrawal behavior to employees. Job satisfaction is a condition related to the emotional reaction of the perception of someone who has got the needs and requests he wants from the work he is doing(Dewi and Sriathi, 2019). Employees who are satisfied with their work tend to rarely show physical withdrawal behavior, employees are more focused on making positive and loyal contributions to the company where they work. This condition is different from the dissatisfaction experienced by employees that will increase the occurrence of delays, absences and even the desire of employees to leave the company (intention to leave).

Some researchers conducted research on the relationship between job satisfaction variables with physical withdrawal behavior, one of which was the result of research conducted by Day (2018) states that job satisfaction has a negative effect on absenteeism. According to Helmi (2018) states that there is a significant influence between job satisfaction with physical withdrawal behavior. The same thing was expressed by Joy (2016) namely that job satisfaction has a negative effect and a significant relationship on physical withdrawal behavior (physical withdrawal behavior). Research conducted by Lestari and Mujiati (2018) stated that job satisfaction has a negative and significant influence on employee desires to quit his job voluntarily (turnover intention). Sari et al. (2016) also stated that job satisfaction negatively affects the desire of employees to quit their jobs voluntarily (intention to quit).

Work-family conflict is one of the factors that influence the existence of physical withdrawal behavior in employees. Work-family conflicts occur because of conflicts that occur in the family environment causing disrupted work of employees, thus affecting the level of absence of employees involved with the conflict and conflicts that occur at work and home affect the desire of employees to leave the company (intention to leave). According to Hastuti (2015), the higher work-family conflict experienced by employees will tend to increase the desire of employees themselves to intentionally withdraw physically from the organization or physical withdrawal behavior.

The results of research conducted by Aboobaker et al. (2017) states that there is a significant effect of work-family conflict on the desire of employees to quit their jobs voluntarily (intention to leave). According to Hastuti (2015) states that work-family conflict has a positive effect on physical withdrawal behavior. Something similar was expressed by Marga and Sintaasih (2017) namely that work-family conflict has a positive and significant effect on physical withdrawal behavior. Research conducted by Runtuwene et al. (2015) stated that there is a significant effect of work-family conflict on the desire of employees to quit their jobs voluntarily (intention to leave). Zahroh and Sudibya (2016) also suggested that work-family conflict had a positive effect on employees' desire to quit their jobs voluntarily (intention to quit). Based on the understanding and results of these studies the following hypotheses can be put forward.

Hypothesis 1: Work-family conflict has a positive and significant effect on physical withdrawal behavior.

Job stress is also one of the factors that can affect physical withdrawal behavior in employees. Job stress can occur when employees are faced with demands and pressures that are beyond their ability, job stress affects employee morale which worsens so that there is no enthusiasm to work on the employee so that employees feel uncomfortable in the company and finally the desire of the employees themselves to intentionally withdraw physically from the organization, such as employees taking delays, absent from work and even the desire of employees to leave the company (intention to leave). According to Marga and Sintaasih (2017), the higher the level of job stress experienced by employees will tend to increase the desire of employees themselves to intentionally withdraw physically from the organization or physical withdrawal behavior (physical withdrawal behavior).

The results of research conducted by Day (2018) states that job stress has a positive effect on absenteeism. According to Lestari and Mujiati (2018) namely that job stress has a positive and significant effect on the employee's desire to quit his job voluntarily (turnover intention). Something similar was expressed by Marga and Sintaasih (2017) namely that job stress has a positive and significant effect on physical withdrawal behavior (physical withdrawal behavior). Research conducted by Pratiwi and Ardana (2015) also suggested that there is a positive and significant influence of job stress on employee's desire to quit his job voluntarily (intention to quit). Runtuwene et al. (2015) also suggested that there was a significant effect of job stress on employees' desire to quit their jobs voluntarily (intention to leave). Based on the understanding and results of these studies the following hypotheses can be put forward.

Hypothesis 2: Job stress has a positive and significant effect on physical withdrawal behavior.

Job satisfaction can also be one of the factors that influence physical withdrawal behavior in employees. Job satisfaction refers to the circumstances in which employees enjoy their work, or the positive and emotional state of employees after work and performance appraisal. Employees who have high levels of job satisfaction will be able to foster enthusiasm in themselves to be more productive, make a positive contribution to the goals and objectives of the organization, reduce the level of absenteeism and have a low desire to leave the company. According to Dewi and Sriathi (2019), when employees feel low job satisfaction will tend to increase the desire of employees themselves to intentionally withdraw physically from the organization or physical withdrawal behavior (physical withdrawal behavior), such as increased delay, absenteeism, and even the desire of employees to leave the company (intention to leave).

The results of research conducted by Day (2018) states that job satisfaction has a negative effect on absenteeism. According to Helmi (2018) states that there is a significant influence between job satisfaction with physical withdrawal behavior. The same thing was expressed by Joy (2016) namely that job satisfaction has a negative effect and a significant relationship on physical withdrawal behavior (physical withdrawal behavior). Research conducted by Lestari and Mujiati (2018) stated that job satisfaction has a negative and significant

influence on employee desires to quit his job voluntarily (turnover intention). Sari et al. (2016) also stated that job satisfaction negatively affects the desire of employees to quit their jobs voluntarily (intention to quit). Based on the understanding and results of these studies the following hypotheses can be put forward.

Hypothesis 3: Job satisfaction has a negative and significant effect on physical withdrawal behavior.

II. METHODS

This research was conducted at PT. Astra International Tbk. - Toyota Sales Operation (Auto 2000) Tabanan branch located at Jalan Ahmad Yani No. 99, Abian Tuwung, Kediri, Tabanan Regency, Bali. Rationale for choosing Toyota Auto 2000 Tabanan as a research location because there are not many researchers conducting research in the company related to human resources and based on the observation of researchers through interviews there are problems relating to work-family conflict, job stress and job satisfaction as indications which causes employees to be late, absenteeism and intention to leave (physical withdrawal behavior) at Toyota Auto 2000 Tabanan.

The number of employees at Toyota Auto 2000 Tabanan including the branch head is as many as 44 people. In this study the branch head was not counted as a respondent to guarantee the objectivity of the questionnaire answers, so the total population was 43 people. The sampling method used in this study is a saturated sampling technique, meaning that all members of the population are sampled as research.

Multiple linear regression analysis (multiple linear regression) is used to determine the magnitude of the influence of the independent variables, namely work-family conflict, job stress and job satisfaction on the dependent variable, which is the physical withdrawal behavior of employees. Based on the conceptual framework and hypotheses of this study, the subsequent analysis can be formulated using the SPSS (Statistical Package And Service Solutions) computer program, multiple linear regression models can be formulated with the equation, as follows.

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \dots\dots\dots (1)$$

Information:

- Y = Physical withdrawal behavior
- X1 = Work-family conflict
- X2 = Job stress
- X3 = Job satisfaction
- β1 = Regression coefficient X1
- β2 = Regression coefficient X2
- β3 = Regression coefficient X3
- α = Constant
- e = Error

III. RESULTS AND DISCUSSION

Testing the data in this study using multiple linear regression analysis techniques. The calculation of the multiple linear regression coefficient is done by regression analysis using the SPSS (Statistical Package and Service Solutions) computer program, and the results obtained are referred to in Table 1 below:

Table 1. Results of Multiple Linear Regression Analysis

| Model | Unstandardized Coefficients | | Standardized Coefficients | t | sig. |
|----------------------|-----------------------------|------------|---------------------------|--------|-------|
| | B | Std. Error | Beta | | |
| 1 (Constant) | 1,947 | 0.788 | | 2,470 | 0.018 |
| Work-Family Conflict | .334 | 0.122 | 0.318 | 2,738 | 0.009 |
| Job Stress | 0.329 | .146 | .326 | 2,256 | 0.030 |
| Job satisfaction | -0,241 | .100 | -0,319 | -2,419 | 0.020 |

Primary data. 2020

The multiple linear regression equation based on Table 1 for this study is as follows:

$$Y = 1,947 + .334X_1 + 0.329X_2 - .241X_3$$

Information:

- Y = Physical withdrawal behavior
- X1 = Work-family conflict
- X2 = Job stress
- X3 = Job satisfaction

The regression equation can be interpreted as follows:

- 1) $X_1 = 0.334$, shows that work-family conflict has a positive influence on physical withdrawal behavior in Toyota Auto 2000 Tabanan by 0.334, meaning that if work-family conflict increases, then physical withdrawal behavior will increase.
- 2) $X_2 = 0.329$, shows that job stress has a positive influence on physical withdrawal behavior in Toyota Auto 2000 Tabanan by 0.329, meaning that if job stress increases, then physical withdrawal behavior will increase.
- 3) $X_3 = -0.221$, shows that job satisfaction gives a negative influence on physical withdrawal behavior in Toyota Auto 2000 Tabanan of -0.221, meaning that if job satisfaction increases, then physical withdrawal behavior will decrease.

Test results for the coefficient of determination (R²)

The coefficient of determination test (R Square) can be explained by the value of the coefficient of determination whose magnitude is between zero to one (0-1), if the value of R Square obtained is small, it means the ability of independent variables in explaining the variation of the dependent variable is low and if the value of R Square approaching one (1) means that the independent variables are able to strongly explain variations in the dependent variable. The results of the coefficient of determination test (R²) can be seen in Table 2.

Table 2. Determination Coefficient Test Results (R²)

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Durbin-Watson |
|-------|-------|----------|-------------------|----------------------------|---------------|
| 1 | .872a | 0.760 | 0.741 | 0.30263 | 1,491 |

Primary Data, 2020

The results presented in Table 2 show that the R Square value of 0.760 means that 76 percent of the variation in physical withdrawal behavior can be explained by variables of work-family conflict, job stress and job satisfaction, while the remaining 24 percent is influenced by other variables outside Research Model.

Statistical test results F

The F statistical test can be explained with anova significance value less than the alpha value (α) which is 0.05, then the multiple linear regression model is said to be feasible or the independent variables (work-family conflict, job stress and job satisfaction) are able to explain the dependent variable (withdrawal behavior physical self). F statistical test results can be seen in Table 3.

Table 3. Statistical Test Results F

| Model | Sum of Squares | df | Mean Square | F | Sig. |
|--------------|----------------|----|-------------|--------|--------|
| 1 Regression | 11,295 | 3 | 3,765 | 41,111 | 0,000a |
| Residual | 3,572 | 39 | 0.092 | | |
| Total | 14,867 | 42 | | | |

Primary data. 2020

The results presented in Table 3 show that the significance value is known to be 0,000. The significance value is less than the alpha value of 0.05, it can be concluded that the multiple linear regression model is feasible to be used as an analysis tool to test the effect of the independent variables on the dependent variable.

The effect of work-family conflict on physical withdrawal behavior

The results of the analysis of the influence of work-family conflict on physical withdrawal behavior obtained a beta coefficient of 0.334 is positive and a significance value of 0.009. The significance value of 0.009 is less than 0.05, which indicates that H₀ is rejected and H₁ is accepted. This result means that work-family conflict has a positive and significant effect on physical withdrawal behavior, positive influence implies that when work-family conflict experienced by employees increases, the employee's desire to withdraw physically intentionally from the company or can be called Physical withdrawal behavior also increases. The results of this study are in accordance with hypothesis one (H₁) proposed and in accordance with research conducted by Aboobaker et al. (2017), Hastuti (2015), Marga and Sintaasih (2017), Runtuwene et al. (2015) and Zahroh and Sudibya (2016) in his research shows the variable work-family conflict has a positive and significant effect on physical withdrawal behavior.

Effect of job stress on physical withdrawal behavior

The results of the analysis of the effect of job stress on physical withdrawal behavior obtained a beta coefficient of 0.329 is positive and a significance value of 0.030. The significance value of 0.030 is less than

0.05 which indicates that H0 is rejected and H1 is accepted. This result means that job stress has a positive and significant effect on physical withdrawal behavior, a positive effect suggests that the higher the level of job stress experienced by employees, the employee's desire to withdraw physically intentionally from the company or can be called withdrawal behavior physical self (physical withdrawal behavior) also increases. The results of this study are in accordance with hypothesis two (H2) proposed and in accordance with research conducted by Day (2018), Lestari and Mujiati (2018), Marga and Sintaasih (2017), Pratiwi and Ardana (2015) and Runtuwene et al. (2015) revealed that job stress had a positive and significant effect on physical withdrawal.

Effect of job satisfaction on physical withdrawal behavior

The results of the analysis of the effect of job satisfaction on physical withdrawal behavior obtained a beta coefficient of -0.221 negative value and a significance value of 0.020. The significance value of 0.020 is less than 0.05 which indicates that H0 is rejected and H1 is accepted. This result means that job satisfaction has a negative and significant effect on physical withdrawal behavior, negative influence implies that the higher the level of job satisfaction experienced by employees, the employee's desire to withdraw physically intentionally from the company or can be called withdrawal behavior physical self (physical withdrawal behavior) will decrease. The results of this study are in accordance with hypothesis three (H3) proposed and in accordance with research conducted by Day (2018), Helmi (2018), Lestari and Mujiati (2018) and Sari et al. (2016) shows the same results where job satisfaction has a negative and significant effect on physical withdrawal behavior.

IV. CONCLUSION

Research that has been done can be seen that theoretically this research supports several theories that have existed before. The results of this study have implications that work-family conflict, job stress and job satisfaction can affect physical withdrawal behavior directly on employees. Employees will be loyal to their company if they have low physical withdrawal behavior. This low physical withdrawal behavior tends to be felt by employees because of the perceived work-family conflict which is low, the level of job stress that is felt is low and has high job satisfaction. This research is expected to be used to enrich references relating to physical withdrawal behavior, work-family conflict, job stress and job satisfaction.

Research that has been done, variables work-family conflict, job stress and job satisfaction are very important variables related to physical withdrawal behavior in the Toyota Auto 2000 Tabanan. For this reason, management needs to pay attention to indicators of work-family conflict, job stress and job satisfaction variables so as to reduce physical withdrawal behavior in Toyota Auto 2000 Tabanan employees. In addition, the results of this study are expected to be used as consideration and input for decision making in reducing physical withdrawal behavior in Toyota Auto 2000 Tabanan employees.

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