

The Effect of Work-Family Conflict on Turnover Intention Through Organizational Commitment as an Intervening Variable (Study on Employees of PT. Titipan Kilat Surabaya)

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Abstract.

This study aims to examine and analyze the effect of work-family conflict on turnover intention through organizational commitment to employees of PT. Titipan Kilat Surabaya. This research is a type of quantitative research. The sampling technique used disproportionate stratified random sampling with a sample of 135 respondents. Statistical analysis in this study used SEM (Structural Equation Modeling) with SmartPLS 3.2.9 software. The results of the study prove that work-family conflict has a positive and significant effect on turnover intention. Work-family conflict has a negative and significant effect on organizational commitment. Organizational commitment has a negative and significant effect on turnover intention. Organizational commitment is able to mediate between work family conflict and turnover intention.

Keywords: Organizational Commitment, Turnover Intention, Work-Family Conflict

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1. Introduction

Competition in the business world is like a battlefield that must be fought with effective strategies to support success in the increasing and unavoidable competition. A company must be able to compete by showing its quality and strength. This certainly requires reliable human resources (Quick et al., 2016). Basically, every company expects its employees to have good productivity capabilities at work. This is ideal if the company wants innovative and creative employees in its company (Purwati & Maricy, 2019).

The control system that has been designed by the company for the implementation of employee work is hampered by employee behavior that is difficult to maintain, namely turnover intention which causes employees to release job duties (Mujiati & Dewi, 2016). The

impact that will arise if there is a turnover is on the excellence and competence to find a replacement for employees who move and result in an increase in company costs, one of which is the cost of recruiting new employees (Kardiawan & Budiono, 2018). The intention to move is the beginning of employee turnover in an organization. Turnover is the attitude of employees by letting go and choosing to work elsewhere (Widodo, 2010).

The problem between work and family is said to be two interrelated problems that are difficult to separate. It is known that work family conflict has a negative effect on work, one of which is turnover intention. WFC is a description of accountability disputes due to the imbalance felt by employees between work and family pressures that have a negative impact on the performance of employees and their families. Every employee who works for the company has a demand to provide increased productivity during work which causes the employee's mind to focus more on work than family, making it difficult for employees to divide their time (X. Li et al., 2022). Work family conflict can cause problems such as stress, depression, and anxiety in individuals when role conflict has exceeded the limits of individual ability to cope with the thoughts of employees who have the desire to leave work (Khan et al., 2020).

The positive relationship between WFC and turnover intention is supported by the research of Zhang et al. (2020) which proves that WFC with turnover intention has a positive effect. Heavy work demands such as work schedules with shift systems and high workloads can cause the performance of family roles to be disrupted, causing the intention to switch employees. The same thing is also stated by Li et al. (2022) which reveals that WFC has a positive effect on turnover intention. However, it is different from Jia & Li (2022) which proves that WFC has a significant and negative effect on turnover intention.

Work family conflict not only affects turnover intention but can be related to organizational commitment. According to Kaswan (2012), employee commitment can be reflected in their behavior and attitude, usually seen from good attendance rates and a sense of loyalty and volunteerism to company regulations. Ardias & Haryudha (2020) stated that there is a significant positive relationship with WFC on organizational commitment. However, there is a different statement with the research of Khan et al. (2020) which proves the negative influence of WFC on organizational commitment. Fauzan (2022) revealed that the difference in results on WFC has a negative and insignificant effect on organizational commitment. Employees with a high level of professionalism will always obey the rules given by superiors even though the family has its own busyness or is in conflict.

The company will have a positive impact if it has employees with high work commitment (Mawei, 2016). This statement strengthens Gayatri's research (2020) which reveals that organizational commitment has a significant positive effect on turnover intention. Ardianto & Bukhori (2021) prove different research results that organizational commitment has a positive and insignificant effect on turnover intention. Dwilingga (2017) also found different research results that organizational commitment has a significant and negative effect on turnover intention.

The results of an initial survey conducted by the author at PT Titipan Kilat Surabaya obtained data on employees who resigned in 2019-2022 with the following percentages:

Table 1. Employee Turnover Data of PT. Titipan Kilat Surabaya in 2019-2022

Year	Turnover Intention (%)
2019	0%
2020	5,36%
2021	-1,82%
2022	-0,73%
Average	0,93%

From the table above, it can be seen that the percentage of employee turnover rate at PT Titipan Kilat Surabaya in 2020 was 5.36% with 10 employees who moved. The data shows that the employee turnover rate at PT Titipan Kilat Surabaya tends to be normal every year and in 2021 and 2022 the turnover intention rate is not more than 1%.

Based on the interview results, one of the consequences of working in goods and package delivery services is working hours with a shift work system which causes family time to be taken up for some employees. Regarding overtime issues, usually when there is an event for 3 days from morning to evening, but it is only temporary. The obstacle that will occur is poor communication with family. In addition, the employee's vacation schedule is also a trigger for work family conflict besides the shift work system.

1.1. Work Family Conflict

Khan et al. (2020) describe WFC which is expressed as the role of work and family life as a conflicting conflict caused by an imbalance in the demands of the role being lived. Greenhaus & Beutell (1985) state that work family conflict is an unbalanced condition in the lives of employees who are less able to carry out their roles well between work and family relationships. Work family conflict is more common in individuals who are married and have a parental role compared to unmarried individuals (Herman & Gyllstrom, 1977).

1.2. Turnover Intention

Turnover intention according to L. Li & Zhang (2022) is the tendency for employees to move away from work consciously to resign from one company to another company that is considered more suitable for him. According to Park & Kim (2009), turnover intention is the intention to move or leave a job with various affirmations that have been shown by employees to the organization.

1.3. Organizational Commitment

Zhu et al. (2022) organizational commitment is an individual's psychological attitude towards relationships in an organization that can influence individuals to stay in an organization. Commitment is something that can shape a person's heart to have determination, responsibility and sacrifice for common goals that have been agreed upon in an organization (Lengkey et al., 2020). Robbins & Judge (2008) define organizational commitment as a form of employee state in choosing a particular organization and having the desire and intention to maintain organizational membership.

1.4. Work Family Conflict on Turnover Intention

The influence of WFC on turnover intention is shown from several previous studies. Research by Zhang et al. (2020) proved that WFC has a positive effect on turnover intention. WFC is one of the sources of stress that can affect mentally at work which leads to negative impacts. Work family conflict can be psychologically disturbing so that the intention to leave will appear. This is supported by the research of Li et al. (2022). Different research results

conducted by Jia & Li (2022) found a significant and negative effect on turnover intention because married employees tend to have a low intention to leave the organization.

H1: Work Family Conflict has a positive effect on Turnover Intention

1.5. Work family conflict on Organizational Commitment

In research by Khan et al. (2020) stated that WFC has a negative and significant effect on organizational commitment. This research is strengthened by Latupapua et al. (2021) employees with work family conflict will find it difficult to adjust their position between family and work which causes feelings of lack of commitment to an organization. Ardias & Haryudha (2020) revealed that WFC differences have a significant positive effect on organizational commitment which ensures that there are employee problems in the family when holding a high sense of commitment. In contrast to the results of this study, Zain & Setiawati (2019) revealed that WFC has no effect on organizational commitment.

H2: Work Family Conflict has a negative effect on Organizational Commitment

1.6. Organizational Commitment on Turnover Intention

The effect of organizational commitment on turnover intention can be shown by Mawei (2016), Dwilingga (2017) states that organizational commitment with employee turnover intention has a negative effect. The sense of satisfaction and comfort shown by employees towards their work tends to have high loyalty to their organization so that the intention to move decreases. However, it is different in Gayatri (2020); Purwati et al. (2021) prove that organizational commitment has a significant positive effect on turnover intention.

H3: Organizational Commitment has a negative effect on Turnover Intention

1.7. Work Family Conflict on Turnover Intention through Organizational Commitment

Finthariasari et al. (2020) showed that WFC and turnover intention can be mediated by organizational commitment. This is said to be statistically influential, but in theory the mediating role of organizational commitment has not been able to reduce the level of turnover intention.

H4: Work Family Conflict has an influence on Turnover Intention through Organizational Commitment.

2. Research Method

This research was conducted at PT Titipan Kilat Surabaya which is located at Jalan Kedungsari No. 65-67 Surabaya, East Java. This research uses quantitative research methods. The population used in this study were employees of PT Titipan Kilat Surabaya, totaling 200 employees. The number of samples used in this study were 135 employees based on the calculation of the slovin formula. Probability sampling as a technique in sampling with disproportionate stratified random sampling. The data in this study are based on primary data obtained from respondents. The hypothesis in this study was tested using the Structural Equation Model (SEM) with SmartPLS software.

This research variable consists of an independent variable, namely work family conflict (X) which is a role conflict between conflicting work and family life as a result of an imbalance in the demands of the role being lived. The work family conflict indicators used refer to Khan et al. (2020) include work demands and family demands. The dependent variable of this study is turnover intention (Y), which is the tendency of employees' intention to change jobs consciously to resign to another company that is more suitable for them. The turnover

intention indicators used refer to the indicators of L. Li & Zhang (2022) including intention to quit, intention to search, thinking of quit. The intervening variable in this study is organizational commitment (Z), which is the psychological attitude of individuals towards organizational relationships that can influence individuals to stay in the organization. The indicators of organizational commitment used refer to the indicators of Zhu et al. (2022) include affective commitment, continuance commitment, normative commitment.

3. Results and Discussion

3.1. Results

Table 2 below shows the characteristics of the research respondents, including age, gender, educational level, marital status, and length of work. Based on age, 53 employees are below 30 years old, 52 employees are between 31-40 years old, 24 employees are between 41-50 years old, and 6 employees are between 51-60 years old. The research respondents consist of 111 males and 24 females, with educational backgrounds of 5 employees with a associate's degree (D3), 32 employees with a bachelor's degree (S1), 1 employee with a master's degree (S2), 95 employees completing senior high school, 1 employees vocational high school, and 1 employees completing junior high school. There are 35 married respondents and 100 not married respondents. Regarding length of work, 37 respondents have worked for less than 5 years, 9 respondents have worked for more than 25 years, 70 respondents have worked for 6-15 years, and 19 respondents have worked for 16-25 years.

Table 2. Characteristic of respondents

Category	Alternative responses	Total	%
Age	< 30 years	53	39,3 %
	31-40 years	52	38,5 %
	41-50 years	24	17,8 %
	51-60 years	6	4,4 %
Gender	Male	111	82,2 %
	Female	24	17,8 %
Educational level	Diploma III	5	3,7 %
	S1	32	23,7 %
	S2	1	0,7 %
	SMA	95	70,4 %
	SMK	1	0,7 %
	SMP	1	0,7 %
Marital status	Married	35	25,9 %
	Not married	100	74,1 %
Length of work	< 5 years	37	25,9 %
	> 25 years	9	74,1 %
	6-15 years	70	51,9 %
	16-25 years	19	14,1 %

Convergent validity testing can be done by comprehensively examining the values or scores of the loading factors in each indicator towards the construct. An indicator will be said to be valid if the outer loading value is above 0.7. However, if the results of the outer loading values range from 0.50 to 0.60, it is said to meet the validity requirements (Ghozali, 2014).

Table 3. Convergent validity

Variable	Item	Outer Loading	Status
Work Family	X1.1.1	0,706	Valid
Conflict	X1.1.2	0,795	Valid

Turnover Intention	X1.1.3	0,776	Valid
	X1.1.4	0,852	Valid
	X1.1.5	0,775	Valid
	X1.2.1	0,789	Valid
	X1.2.2	0,766	Valid
	X1.2.3	0,798	Valid
	X1.2.4	0,782	Valid
	X1.2.5	0,795	Valid
	Y1.1.1	0,692	Valid
	Y1.1.2	0,828	Valid
	Y1.1.3	0,804	Valid
	Y1.2.1	0,748	Valid
	Y1.2.2	0,696	Valid
	Y1.2.3	0,771	Valid
	Y1.3.1	0,693	Valid
	Y1.3.2	0,656	Valid
Organizational Commitment	Y1.3.3	0,775	Valid
	Z1.1.1	0,759	Valid
	Z1.1.2	0,685	Valid
	Z1.1.3	0,793	Valid
	Z1.1.4	0,828	Valid
	Z1.2.1	0,646	Valid
	Z1.2.2	0,811	Valid
	Z1.2.3	0,663	Valid
	Z1.2.4	0,620	Valid
	Z1.3.1	0,692	Valid
	Z1.3.2	0,690	Valid
	Z1.3.3	0,717	Valid

Table 3 above shows that the outer loading of each statement item has values greater than 0.50. This indicates that the indicators are valid.

Table 4. Composite reability and cronbach's alpha

Variable	Composite Reability	Cronbach's Alpha	Status
Work Family Conflict	0,941	0,931	Reliable
Turnover Intention	0,917	0,898	Reliable
Organizational Commitment	0,922	0,907	Reliable

Composite reliability with a value of > 0.70 has high reliability. Research data is said to meet the requirements of Cronbach's alpha if the value is > 0.70 . Table 4 produces a composite reliability value and cronbach's alpha > 0.70 . So, the proposed variables have met the requirements on the composite reliability test and Cronbach's alpha criteria have a high reliability value.

Table 5. Contribution of each variable

Variable	Original Sampel (O)	T-Statistics	Status
Organizational Commitment → Turnover Intention	-0,419	5,191	Accepted
Work Family Conflict → Organizational Commitment	-0,329	4,513	Accepted
Work Family Conflict → Turnover Intention	0,163	1,793	Rejected

Work Family Conflict → Organizational Commitment → Turnover Intention	0,138	3,265	Accepted
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Based on Table 5, the results of data analysis in this study can be written as follows:

Organizational commitment variable negatively affects turnover intention with a coefficient of -0.419. The resulting coefficient is negative, which means that the higher the level of employee organizational commitment in the company, the lower the level of employee turnover intention. The resulting t-statistic value of $5.191 \geq 1.96$ shows that the organizational commitment variable on turnover intention has a significant negative effect.

WFC variable negatively affects organizational commitment with a coefficient of -0.329. The resulting coefficient means that the higher the level of employee WFC, the lower the level of employee organizational commitment to the company. The resulting t-statistic value of $4.513 \geq 1.96$ proves that WFC variable has a significant negative effect on organizational commitment.

WFC variable positively influences turnover intention with coefficient of 0.163. The resulting coefficient means that the higher the employee's WFC, the higher the employee's turnover intention. The resulting t-statistic value of $1.793 \leq 1.96$ shows that the WFC variable on turnover intention has a positive and insignificant effect or in other words, the higher or lower level of WFC borne by employees has no effect on turnover intention.

The indirect effect of WFC on turnover intention through organizational commitment as intervening variable produces coefficient of 0.138 with calculation result of t value of $3.265 \geq 1.96$. So, there is significant positive influence and organizational commitment variable is able to mediate the influence of WFC on turnover intention.

3.2. Discussion

Work Family Conflict on Turnover Intention

Based on the test results that have been done, there is a positive and insignificant effect, in other words, there is no effect between WFC variables on employee turnover intention of PT Titipan Kilat Surabaya, so that the higher or lower the WFC that employees undergo, it will not affect the level of employee turnover intention. This is based on the calculation result of original sample value of 0.163 and t-statistics value of $1.793 \leq 1.96$ so that H1 is rejected.

These results are reinforced by the research of Lathifah & Rohman (2014) which states that there is no effect of WIF (Work Interference with Family) and FIW (Family Interference with Work) on turnover intention.

The low level of WFC in employees of PT Titipan Kilat Surabaya has no effect on turnover intention, most employees will leave the company if they get a job with a higher salary and intend to leave the company if there is no career development. This is based on the results of respondents' answers to the questionnaire.

Work family conflict on Organizational Commitment

Based on the results of data processing that has been done, it proves that there is a negative and significant effect between WFC variables on the organizational commitment of employees of PT Titipan Kilat Surabaya, so that the higher the WFC borne by employees, the lower the level of organizational commitment of employees to the company. This is based on the calculation results of the original sample value of -0.329 and the t-statistics value of $4.513 \geq 1.96$ so that H2 is accepted. The results of this study are in line with the research of

Latupapua et al. (2021), Tran (2022), Madiistriyatno & Hermawan (2022) which prove that the WFC variable has a significant negative effect on organizational commitment.

Research conducted at PT Titipan Kilat Surabaya if it is associated with the test results of WFC which has a significant negative effect on organizational commitment. This can happen because of work that requires going out of town, shift schedules that often collide with holiday picket schedules so that the obstacle that occurs is poor communication with family. The work given by the company sometimes takes up time with the family.

Organizational Commitment on Turnover Intention

Based on the results of data tests that have been carried out, there are negative and significant results between the organizational commitment variable and employee turnover intention of PT Titipan Kilat Surabaya, so that the higher the level of organizational commitment in employees, the lower the level of employee turnover intention in the company. This is based on the results of the calculation of the original sample value of -0.419 and the t-statistic value of $5.191 \geq 1.96$ so that H3 is accepted. This research is in line with Dwilingga (2017), Ayari & AlHamaqi (2022), Xia et al. (2022), and Zhu et al. (2022) which reveal that organizational commitment has a negative and significant effect on turnover intention.

Based on the results of research at PT Titipan Kilat Surabaya, most employees who work have a sense of attachment to their organization by providing the best performance for the company, especially employees with a long service period of around ten years who will spend the rest of their career until retirement. Employees who feel happy and comfortable with their work environment can be seen through the behavior shown by employees at work and tend to have a high sense of loyalty so that the intention to move employees is reduced.

Work Family Conflict on Turnover Intention through Organizational Commitment

Based on the result of indirect effect output analysis, it can be seen that organizational commitment is able to be an intervening variable between the effect of WFC on employee turnover intention of PT Bank Tabungan Negara (Persero) Tbk Surabaya. This can be seen from the indirect effect of 0.138 which has a smaller value than the direct effect of 0.163. However, the resulting indirect effect value is still able to mediate. In addition, the resulting t-statistic value of $3.265 \geq 1.96$ means that there is a significant influence so that H4 is accepted. The results of this study are comparable to the research of Finthariasari et al. (2020) which says organizational commitment can be a mediating variable that has a positive effect between WFC on employee turnover intention.

The results of research conducted at PT Titipan Kilat Surabaya state that employees feel comfortable at work even though there are some employees who have problems related to the perceived dual role between work demands and family demands which can cause employees a little difficulty in allocating their time. Employees of PT Titipan Kilat Surabaya have high loyalty and a professional attitude towards the company which is an obligation that must be carried out. Employees feel that leaving the company is an unethical thing to do.

4. Conclusion

Based on the results of research data processing analysis and the discussion that has been described, the conclusions that can be drawn include work family conflict has a positive and insignificant effect on turnover intention, work family conflict has a negative and significant

effect on organizational commitment, organizational commitment has a negative and significant effect on turnover intention, work family conflict has a positive and significant effect on turnover intention through organizational commitment.

The results of the study also provide practical advice obtained from the analysis and observations, namely the company should provide feedback desired by employees and provide encouragement so that work difficulties can be resolved properly, especially in time management. In addition, companies should always maintain employees' sense of organizational commitment and if there are adequate opportunities from other companies, employees will no longer feel the intention to move because they have received a good opportunity. The company can also include employees in the process of planning the company's progress and two-way communication openly and honestly. This is very important to do so that the support provided by the company to employees, all employees are given the same opportunity to experience career development so as to increase a high sense of loyalty.

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