



## **Job-Family Conflict and Impact on *Turnover Intention* through Job Engagement and Emotional Fatigue of Female Employess**

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*Abstract*-As a phenomenon that has a significant impact on the organization, turnover is expected to be controlled by knowing and blocking the emergence of turnover intention behavior. This study seeks to uncover the factors that influence female employee turnover intention in terms of work- family conflict, work engagement, and emotional fatigue. By building an integrative framework model of the three to then be tested in structural modeling. The research sample was all female employees who worked at BPR Mengwi District in Bali. A total of 47 female employees participated in this study. This study was categorized as a *cross-sectional study* that focused on the *turnover of the intention* of female BPR employees in Mengwi District, Badung Regency, Bali Province and the analytical method used to determine the relationship between variables is a structural model using the PLS (Partial Least Square) method with SmartPLS software 2.0 version. The important findings of this study are: 1). Emotional fatigue does not have an important influence on turnover intention of female employees, 2). Job-Family conflict do not have an important influence on female employee turnover intention, 3). Job-family conflict do not have an important influence on turnover intention through employee emotional fatigue. It can be concluded that the job engagement of female employees can have an important influence on the tendency to leave the company where they work. But this is not the case with job-family conflicts and emotional fatigue felt by female BPR employees in Mengwi District.

**Keyword:** Emotional Fatigue, Job Engagement, Job-Family Conflict, Turnover Intention

### **INTRODUCTION**

The desire of employees to move (turnover intention) refers to the results of individual evaluations regarding the continuation of relationships with organization. This willingness to move can be the result of an individual's perceived conflict. (Netemeyer, Boles, & McMurrin, 1996) found that job-family conflict was directly related to turnover intention. As job-family conflict can affect turnover intention depends on the dimensions of job-family conflict (Yavas, Babakus, & Karatepe, 2008).

In addition, previous research findings indicate that emotional fatigue can lead to turnover intention (Wright & Cropanzano, 1998). Job stress that occurs in the long term

and takes place in a high intensity resulted in the individual will experience physical and mental fatigue. This condition is called "burn out" (Maslach & Jackson, 1981), which is one form of stress that appears in individual behavioral attitudes. Fatigue can lead to anxiety, depression, a decrease in self-esteem and increased health problems. Work exhaustion

also spreads in the work environment and has negative spillover that has an effect on people's household life (Maslach, Schaufeli, & Leiter, 2001). Emotional fatigue is an emotional condition in which a person feels tired and saturated mentally or physically as a result of the increasing demands of work.

Fatigue can lead to anxiety, depression, a

decrease in self-esteem and increased health problems (Jackson, Maslach, & Leiter, 1996; Maslach et al., 2001). But even though fatigue is often perceived as a form of negative attitude in work (Jackson et al., 1996), there is actually a form of positive work attitude and the opposite of fatigue, namely attachment to work or job engagement (Schaufeli & Bakker, 2010). Fatigue and attachment can be related to each other by the inverse nature of the relationship. But fatigue (both work fatigue or burnout and emotional fatigue) has been identified as better able to predict job engagements (Bakker & Demerouti, 2017; Schaufeli & Bakker, 2004) than forms of conflict such as job-family conflict (Kesumaningsari & Simarmata, 2014), considering there are still quite a few findings that reveal the link between job-family conflict

and job engagement (Baka & Derbis, 2012).

## CONCEPT AND HYPOTHESIS

In this study, the concept of research refers to theories and practices related to family work conflict, attachment to work, emotional exhaustion, and turnover intention. (Zeffane, 1994) explains that turnover intention is considered a major predictor of actual turnover. Turnover intention measurement is to find out the possibility of employees who intend to leave the organization, so that the company must take strategic steps to reduce employee turnover intentions, related to efforts to maintain competitive advantage over competitors. Based on these descriptions, then frame the concepts in empirically n is as follows,

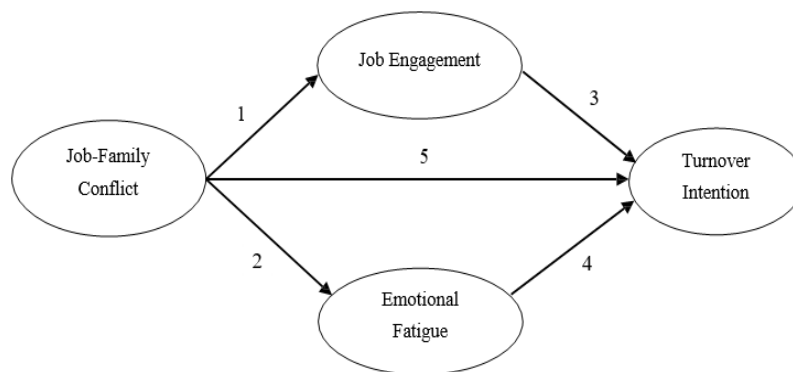


Figure 1  
Research Concept Framework

Based on the problem above, the hypotheses could be formulated as follows:

H1 : Job-family conflict has a significant and positive effect in increasing the turnover of female employees' intention

H2 : Job-family conflict has a significant and negative effect on job engagement of female employees

H3 : Job engagement has a significant and negative effect in decreasing the turnover of female employees' intention

H4 : Job-family conflict has a significant and positive effect in increasing female employees' emotional fatigue

H5 : Emotional fatigue has a significant and positive effect in increasing the turnover of female employees' intention

H6 : Job-family conflict has a significant and positive effect on turnover intention through job engagement of female employees

H7 : Job-family conflict has a significant and positive effect on turnover intention

through emotional fatigue of female employee.

## METHOD

This study was categorized as a cross-sectional study that focused on the turnover of the intention of female BPR employees in Mengwi District, Badung Regency, Bali Province. Target population are all BPR female employees in Mengwi district, Badung regency. The population in this study is the number of employees at least 18 people do not include leaders in each BPR. The sampling technique used is saturated sampling or census, so that the total sample of research is 47 female employees who work in BPR, on the grounds that BPR is a form of banking institution that has planned to empower its employees without exception.

There are three variables observed in this study based on their position in the model, namely independent variables, intervening variables, and dependent variables. The independent variables in this study that were identified were work-family conflict variables

(X1), while work attachment variables (X2) and emotional fatigue (X3) were intervening variables. Variable turnover intention (Y1) becomes the dependent variable or dependent variable in this study.

#### *Job-Family Conflict*

The work-family conflict in this study is the simultaneous pressure between work and family roles that contradict each other (Frone, Russell, & Cooper, 1992; Greenhaus & Beutell, 1985). This variable consists of 3 indicators, namely time-based work-family conflict; strain-based work-family conflict, and behavior-based work-family conflict.

#### *Job Engagement*

Conceptually the attachment to work is in contrast to the fatigue of individual work, and in this case work involvement can be defined as a positive state, a state of mind related to work characterized by enthusiasm, dedication and absorption (Schaufeli, Salanova, González-romá, & Bakker, 2002). This definition is not intended to refer to a momentary or certain state, but is intended for cognitive conditions about the nature of more persistent and widespread persistence that is not focused on any particular object, event, individual or behavior (Schaufeli, Bakker, & Salanova, 2006). So that operationally the attachment to work in the context of this study was determined as the perception of Employees of Women working in BPR in Mengwi District in assessing enthusiasm, dedication, and level of absorption in the work carried out. Consists of 3 indicators namely Vigor or enthusiasm, dedication, and absorption or absorption.

#### *Emotional Fatigue*

Emotional exhaustion is conceptually interpreted as a chronic state of physical and emotional fatigue (Wright & Cropanzano, 1998). As one dimension of burn out, in the perspective of this study operational emotional fatigue is a response from female employees who work at BPR in Mengwi Subdistric, to long-term emotional and workplace interpersonal pressures, or in the context of unfavorable work. Indicators of emotional exhaustion in this study, among others, flavorings an emotionally draining job, fatigue at the end of working hours, Keteg wishful working with others, frustated with work, and fatigue when up early morning.

#### *Turnover Intention*

Employee performance refers to the level of achievement of the tasks that make up an

employee's work. Operationally desire to move (turnover intentions) is the desire of women employees working at BPR in Mengwi, to leave the company or seek other employment lternatives. Indicators of turnover intention din this study are adopting the concept of (Mobley, 1982) and (Boshoff & Allen, 2000), among others The possibility of looking for another job , the possibility of an alternative leaving the company, and thinking of leaving the company .

Sources of data in this study come directly from the source and not through intermediaries collected by researchers through the process of BPR female employees survey to the Mengwi District. The survey was conducted to determine respondent's perceptions of job-family conflict, job engagement, emotional fatigue, and turnover intention of female employees. While other data sources are obtained from literature studies as supporting material in theory and practice. Primary data collected through surveys using research instruments in the form of questionnaires with Likert measurement scale. The Likert Scale in this study uses 5 categories because the data used is in the form of interval data. Score 1 means STS (Strongly Disagree), score 2 means TS ( Disagree), score 3 means R (Doubt), score 4 means S (Agree), and score 5 means SS (Strongly Agree). Before the analysis is carried out the instrument testing is done, namely the validity and reliability test, if the test is fulfilled, then the core analysis is carried out. Analysis technique of the data used in this study are grouped into two, namely descriptive statistical analysis and inferential statistical analysis. A inferential statistical analysis is done using Partial Least Square (PLS) with a calculation process that is assisted by the SmartPLS software version 2.0. PLS analysis has the advantage of a powerful analytical tool because it does not assume the data must be with a certain scale measurement, a certain amount, and can be used to confirm the theory (Hair, Black, Babin, & Anderson, 2014). In this study analisis PLS is used to determine the effect of Job conflict variables-family towards variable turnover intention through the variable job engagement and emotional fatigue as an intervening variable. In PLS analysis, a structural model of the relationship between variables is called the inner model, while the relationship between variables with each indicator is called the outer model (reflexive or normative). The feasibility level of both inner and outer models is seen based on diversity percentage which refers to the value of R<sup>2</sup> (R-Square endogenous variables) which is still

processed into Q-

Square Stone-Geisser test size with the following formula,

$$Q^2 = 1 - (1 - R_{12})(1 - R_{22}) \dots (1 - R_{n2})$$

Where: R<sub>12</sub>, R<sub>22</sub> .....R<sub>n2</sub> is the R-Square endogenous variable in the equation model. The stability of the estimation results is evaluated by the t-statistical test through the bootstrapping procedure. For prediction purposes, the PLS approach is more suitable because this approach assumes that all variance measures are useful to explain.

## RESULT AND DISCUSSION

The results of the validity test show that all indicators used to reflect the construct have a correlation value greater than 0.30 and significant at the level of significance of 0.05. From the output results in Table 1, it is known that the corrected item correlation coefficient (total correlation), as a whole shows the value of r count which is greater than 0.3. The range of correlation coefficients found ranging from the smallest start  $r = 0.499$  to  $r = 0.831$ . Thus, the overall statement on the research instrument is stated to have fulfilled the valid criteria

**Table 1**  
Research Instrument Test Results

Variable	Indicator	Corrected Item-Total Correlation	Alpha Cronbach
Job-Family Conflict (X1)	<i>Time-Based, Work-Family Conflict</i>	0,587*	0.754**
	<i>Strain-Based, Work-Family Conflict</i>	0,321*	
	<i>Behavior-Based, Work-Family Conflict</i>	0,653*	
Job Engagement (X2)	Spirit	0,664*	0.780**
	Dedication	0,693*	
	Absorption	0,475*	
Emotional Fatigue (X3)	Feeling of emotional drain work	0,786*	0.891**
	Exhaustion at the end of working hours	0,924*	
	Tension works with other people	0,937*	
	Frustration with work	0,737*	
	Tired when you wake up in the morning the next day	0,781*	
Turnover Intention (Y1)	Possibility of looking for another job	0,754*	0.715**
	Possible alternatives to leaving the company	0,799*	
	Thought to leave the company	0,848*	

Source : Primary data processed, 2019

Note : \* = valid with each value exceeding the cut off of 0.300

\*\* = reliable with each value exceeding the cut off of 0.600

In this study, the variabel can be reliable if it has an Alpha value Cronbach's above 0.60 and vice versa (Ghozali, 2005). The results of research instrument reliability test are shown in Table 1 show the coefficient value of each variable with a sample of 47 female employees in BPR Mengwi District has a Cronbach's

Alpha value above 0.60. Which means that the research instrument has met the criteria for research instrument reliability. This means that the questionnaire developed in the study can be used in other studies in the context of object and a different time.

**Table 2**  
Path Analysis and Statistical Testing

Construct	estimated coefficient	t-statistic	information
Job-family conflict à Turnover Intention	0.61	1.10	No significant
Job-family conflict à Job Engagement	0.75	12.56	Significant
Job engagement à Turnover Intention	0.22	1.98	Significant
Job-family conflict à Emotional fatigue	0.99	284.74	Significant
Emotional fatigue à Turnover Intention	-0.15	0.29	No significant

Source : Data processed, 2019

Note : Cut off t-statistic compared to T-table value (0,05;43) = 1.68

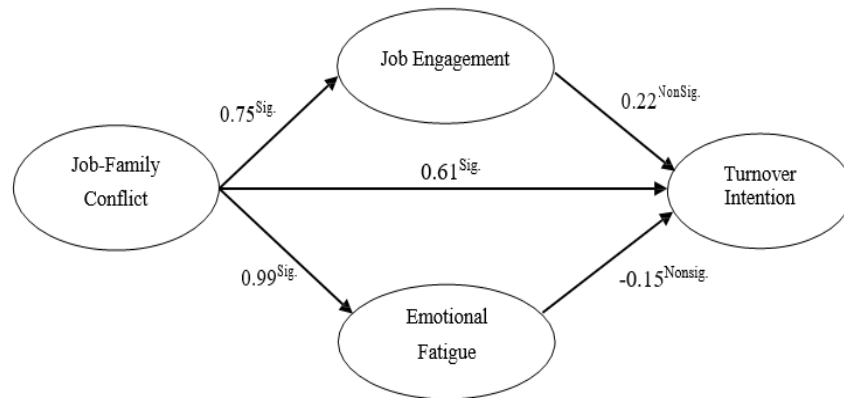


Figure 2  
Path Diagram of Hypothesis Testing Results

### Job-Family Conflict to Turnover Intention

Effects of job-family conflict on turnover intention was found not significant for female employees at BPR in Mengwi District, beta coefficient of 0.61 and the value of t-statistic of 1.10 which is smaller than this t-table (critical value 1.68). Based on these findings, the hypothesis 1 in this study was declared rejected, which means that there are no important and positive influences from Job-Family Conflict on the turnover intention of female employees who work for BPR in Mengwi District. Thus, the higher the Work-Family Conflict cannot increase the turnover of the intention of female employees who work for BPR in Mengwi District.

### Job-Family Conflict to Job Engagement

Effects of job-family conflict towards work attachments found a significant but positive sample of BPR female employees in Mengwi District. Beta coefficient of 0.75 with a t-statistic value of 12.56 or greater than this t-table (critical value 1.68). Based on these findings, the second hypothesis in this study was declared rejected, meaning that the higher number of job-family conflicts did not reduce the work attachment of female employees working at BPR of Mengwi District. The findings reveal that the higher the work-family conflict will further encourage increased employment of female employees who work at BPR in Mengwi District.

### Job Engagement to Turnover Intention

Job engagement relationship towards turnover intention found a significant but positive sample of BPR female employees in Mengwi District with a beta coefficient of 0.22 with a t-statistic value of 1.98 or greater than this t-table (critical value 1.68). Based on these findings, then hypothesis 3 in this study was

declared rejected which means that the more bound a female employee to her work at BPR in Mengwi District does not reduce turnover intention. The findings revealed that the work attachment further encouraged the turnover intention of female employees who worked at BPR in Mengwi District.

### Job-family Conflict to Emotional fatigue

Job-Family conflict against emotional fatigue found to have a significant positive effect on the sample of female employees at BPR in Mengwi District with a beta coefficient of 0.99 with a t-statistical value of 284.74 or greater than this t-table (critical value 1.68). Based on these findings, then hypothesis 4 in this study was declared acceptable, meaning that there are important and positive influences from job-family conflict against emotional fatigue. That means that the higher the work and family conflicts experienced can increase emotional fatigue from female employees at BPR in Mengwi District.

### Emotional fatigue to Turnover Intention

Effect of emotional fatigue The turnover intention was found to be insignificant in the sample of female BPR employees in the Mengwi district with a beta coefficient of -0.15 with a t-statistical value of 0.29 or smaller than t-table (critical value 1.68). Based on these findings, then hypothesis 5 in this study was declared rejected, meaning that there is no important influence of emotional fatigue towards turnover intention. Which means that it is getting higher emotional fatigue cannot increase the turnover intention of female employees at BPR Mengwi District.

### Job-family Conflict to Turnover Intention through Job Engagement

In the direct influence of work-family conflict on job attachment, as well as between



the job engagement towards turnover intention, each of which shows the results of the same effect. Job-family conflict has a significant positive effect on job engagement, as well as job engagement to turnover of BPR female employees in Mengwi District. On the other hand, the results of testing the direct influence between job-family conflict on turnover intention was found not significant. Based on the results of the mediation test with the examination method carried out, it can be concluded that job engagement can play an important role as mediating the influence of job-family conflict towards turnover intention, so hypothesis 6 is declared accepted. But in this case the job engagement actually acts as a mediation that tends to increase job-family conflict and the rate of turnover intention female employees in the BPR Mengwi District. Thus, the job engagement required by female employees is able to encourage the influence of job-family conflict but it actually improves turnover intention of female employees at BPR in Mengwi District.

#### **Job-family Conflict to Turnover Intention**

Through Emotional Fatigue On the direct influence between job-family conflicts on emotional fatigue, as well as between emotional fatigue on turnover intention, each showed a different effect for a sample of BPR female employees in Mengwi District. The test results direct influence between job-family conflict towards turnover intention and emotional fatigue on turnover intention was found to be insignificant. On the other hand, the results of testing are direct effects between job-family conflict against emotional fatigue was found to be significant.

The mediation test results with the examination method, it can be concluded the emotional fatigue can not play an important role as mediation in the influence of job-family conflict towards turnover intention, so hypothesis 7 is declared rejected. Emotional fatigue unable to encourage the influence of job-family conflict to turnover intention by female employees at BPR Mengwi District.

The following section is the discussion of the result of this study. In this study discuss the effect of work-family conflict on turnover intention through job engagement and emotional fatigue female employees in BPR Mengwi District, Badung Regency, Bali Province.

Overall, it was found that family-work conflicts did not directly affect the turnover intention felt by BPR female employees in

Mengwi District. But job-family conflict directly affects job engagement and emotional fatigue. Job engagement has a direct influence on turnover intention, but is not able to encourage or reduce the influence of job-family conflict on turnover intention perceived by female BPR employees in Mengwi, Badung Regency. On the other hand, emotional fatigue does not affect the turnover intention so emotional fatigue unable to encourage the influence of job-family conflict has an important meaning in turnover intention. This shows that the higher the conflict perceived by female employees in work and their families is more reflected by the strain-based work-family conflict, so this will increase the tendency to think about the possibility of leaving the company. by finding alternative jobs available when actually deciding to leave the company. However work and family are not an integral part of one's life, because they depend on each other, and the role played in both parts is to join together (Baka & Derbis, 2012). The results of this study are in harmony with previous research by (Haar, 2004) where the higher the job-family conflict it will be able to increase turnover intention higher. But this study cannot confirm the findings of (Hangyue, Foley, & Loi, 2005) where the higher the job-family conflict can reduce a person's tendency to move or leave the company. Mentioned when someone is at the level high attachment, then he will devote more time to his job so that it will reduce the time to meet the demands his family. This also shows the potential for close linkages between work-family conflicts and work attachments. The findings of this study cannot confirm the results of previous studies such as (Baka & Derbis, 2012; Karatepe & Karadas, 2015; Kesumaningsari & Simarmata, 2014), where the higher the work-family conflict (WFC) it will give importance to the lower attachment of someone to his job.

Job engagement can provide positive results for the company. The findings of this study do not confirm the results of previous studies such as (Mangi & Jalbani, 2013; Schaufeli & Bakker, 2004), which explain the negative significance between these two things, namely the higher the person's attachment to his job, the lower the tendency turnover intention which he perceives. On the other hand there is an alignment of research findings with (Mxenge, Dywili, & Bazana, 2014) which explains that engagement does not have significance or significance for employee turnover intention. Job-family conflict has an important meaning to emotional

fatigue from female employees in BPR, District of Mengwi, Badung Regency. Impact of job-family conflict related to work are job satisfaction, organizational commitment, turnover intention or leaving the organization. The results of this study confirm the results of previous studies such as (Hang-yue et al., 2005) and (Akgunduz et al., 2015). Some of these studies have confirmed the positive linear relationship between work-family conflict and emotional fatigue, where the higher the level of conflict between work and family that is felt by the individual will increase emotional fatigue with the work done.

Emotional fatigue cannot give importance effect to turnover intention of female employees at BPR in Mengwi District, Badung Regency. Perception of female employees BPR in Mengwi District Badung Regency shows stress as a major indication of emotional fatigue and the desire to leave the company as the main indication of turnover intention. The research findings do not confirm the results of previous studies such as (Schaufeli & Bakker, 2004), and (Hang-yue et al., 2005) which show that emotional fatigue has an important meaning in increasing the tendency of individuals to think out of the organization. The findings of this study are in harmony with (Geurts, Schaufeli, & Jonge, 1998) which revealed the absence of the importance of emotional fatigue on turnover intention.

Therefore the findings of this study reveal different results, where there is no important role for work attachment to the effect of job-family conflict on turnover intention. The findings of this study cannot confirm the results of previous studies such as (Mangi & Jalbani, 2013; Schaufeli & Bakker, 2004), where work attachments can have mediating effects on the antecedent influence of engagement on turnover intention.

Characteristics of industries such as BPR Mengwi District Badung Regency is shown by a number of specific important things such as long and binding working hours, high requirements for coordination with other workers, and others. This condition is a challenge for companies and employees. Especially for female employees, this will make an important consideration when there is a conflict between work and family. The high level of emotional fatigue triggered by the absence of work-family conflict reduction will ultimately strengthen the desire to leave or move from the company. The findings of this study cannot confirm the results of previous studies such as (Hang-yue et al., 2005) or

(Yavas et al., 2008), which explains the importance of emotional fatigue in mediating the effect of job-family conflict on turnover intention.

## CONCLUSION

This study illustrates the condition of female employees working in BPR in Mengwi sub-district based on their perceptions of job-family conflict on turnover intention through job engagement and female employee emotional fatigue. The results showed that the higher the job-family conflict felt by female employees was able to increase the job engagement and emotional fatigue felt by female BPR employees in Mengwi District. The higher the job engagement of female employees can have an important influence on the tendency to leave the company where they work. But this is not the case with job-family conflicts and emotional fatigue felt by female BPR employees in Mengwi District. Emotional fatigue is not able to mediate the relationship between job-family conflict on turnover intention, while the job engagement is able to act as a mediation between the two. But the job engagement actually acts as a mediation that tends to increase job-family conflict and the turnover intention level. In other words, the job engagement felt by female employees was able to encourage the influence of job-family conflicts but instead increased the turnover of the intention of BPR female employees in Mengwi District, Badung Regency.

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