TURNOVER INTENTIONS ON FEMALE WORKERS: THE EFFECT OF WORK-FAMILY CONFLICT AND ORGANIZATIONAL COMMITMENT

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ABSTRACT

This study examines the impact of work-family conflicts, how organizational commitments affect turnover intentions in female workers and the significant difference in their influence on female workers with single status and married status. This research was conducted at a construction service company in DKI Jakarta, with purposive sampling techniques listed in the sispro.co.id directory of both main contractors and subcontractors. The method used in this study is to use a variance-based Structural Equation Modeling (SEM) analysis using SmartPLS software. In general, the positive influence of work-family conflicts on turnover intentions is 24% and organizational commitment negatively impacts turnover intentions at 22.9%. Meanwhile, on respondents with married status, the work-family conflict has a 31.60% positive impact, while in single-status respondents is 39.40%. This shows that the positive influence of work-family conflicts on turnover intentions in female workers, especially those with married status, is highly significant compared to female workers with single workers. However, the influence will be smaller with the greater the organization's commitment to workers. Although organizational commitment had an insignificant impact on turnover intentions, it was considered that it could not be a mediator between work-family conflicts and turnover intentions.

Keywords: Female Worker, Work-Family Conflict, Turnover Intention.

INTRODUCTION

As the center of government, and at the same time, DKI Jakarta became the center of the Indonesian economy. The economy in an area can be seen from the Labor Force Participation Rate (TPAK), which indicates the large economically active working-age population. The high and low labor supply available to produce goods and services can be seen from the value of TPAK (Badan Pusat Statistik, 2020b). In 2019, the National Labor Force Survey (SAKERNAS) stated 126.5 million Indonesian workers aged above 15 years old, and as many as 38.53% are women. Meanwhile, when viewed by region, the value of DKI Jakarta's TPAK is 64.81%. Based on SAKERNAS data in 2016, the female workforce is most absorbed in the agriculture, forestry and fisheries sectors by more than 30%. Furthermore, the large trade and retail sectors with an absorption rate of no more than 23% and the processing or manufacturing industry with an absorption rate of more than 15% (Badan Pusat Statistik, 2020a).

In the industrial world, a phenomenon that can harm companies, namely turnover. Various negative impacts and losses can arise from the phenomenon of turnover. Turnover is a worker's "withdrawal" from his current job due to stress and job dissatisfaction (Rivai & Sagala, 2016). Turnover can also be interpreted as a function of a worker's strong interest in various other job alternatives outside his company. Survey of workers in Asia, as many as 7% of workers from

all industries voluntarily resigned because of competitive salaries, relationships, the absence of a career path, and clear guarantees. Financial services is an industry that experienced the largest turnover rate of 14%, 2% larger than the previous year (Mercer, 2019).

Information on the turnover phenomenon obtained directly from the HRD Division of construction service of company X is quite interesting. At least five female workers resigned in 2019, whereas the previous year's turnover figure amounted to 11 female workers. The reasons for the worker's resignation are varied, but some people state that the same reason is family problems. This phenomenon makes female workers often faced with a difficult situation, namely choosing a family or job. These two responsibilities do not infrequently create conflicts in the family, cause stress at work and encourage women to think about leaving the company and choosing employment or vice versa. This article hopes to shed light on how there is any possibility of conflicts and stresses arising from roles in the family and organization certainly affect turnover intentions in female workers.

LITERATURE REVIEW
Turnover Intentions
Turnover is an employee turnover that usually occurs in a company and is sometimes needed to provide opportunities for employees to determine their careers. Nevertheless, for human resource management high turnover is an important problem. Losing high-value employees with core competencies is one impact of turnover (Bodla & Hameed, 2008). Companies that lose competent employees will experience a declining climate of competition and competitiveness. The factors identified in the study include some satisfaction such as salary, working conditions, supervision, organizational commitment, and job stress.

A planned action that a person takes starts from an intention or desire. Turnover intention is an employee's desire to move from one company (Nelwan, 2008). Three indicators can be measured from turnover intentions, including; thinking about going out, finding alternative jobs, and the intention to get out (Dipboye, 2018).

Women Workers
International Labor Organization (ILO) states in developing countries, economic factors reduce the number of options not to work. However, it can reinforce the "breadwinner is male" bias in some marriage rules. A survey by ILO in collaboration with Gallup in 2016 showed that 70% of women choose to work to get paid jobs (Ray et al., 2017). The current global actor and labor force participation rate for female actors is close to 49%, while the male participation rate is 75% who work or are actively looking for work.

A woman's decision to work and not work can be influenced by several factors such as her husband's income, the number of family dependents, and education. Nevertheless, the domestic role of a housewife also cannot be abandoned. In other words, a double burden will be attached to the woman herself due to the shift in women's work that tends from the domestic sector to the public sector (Huda & Renggani, 2021). The understanding of patriarchal culture, deeply rooted in Indonesian society, makes the role of husband and wife in a marriage. The domestic-reproductive role is a dichotomous role given to a wife while the public-productive role is played by the husband (Lombardozzi, 2021).

According to Young & Willmott, men (husbands) and women (wives) need to combine family and work responsibilities to create a "family of symmetry". Correspondingly, transitional

adjustment is a problem that occurs from the psychosocial lag between relatively faster changes in women's roles in the world of work compared to men's roles in the family (Andayani, 2004).

Work-Family Conflicts
Concerning female workers, Greenhaus & Beutell (1985) divides dual role conflicts into two, namely: (a) conflicts from work that affect the family (work interface family) and (b) conflicts from families that affect work (family interface work).

When demands from the workplace such as the use of time to do work tasks and pressure or stress causes the work system to interfere with the completion of family tasks, there will be conflicts in work-family roles (Van Breda & others, 2001). Family-work conflicts originate from the loss of time to be with the family and the fulfillment of family tasks that shifts to the completion of work assignments and causes stress. (Frone et al., 1992; Netemeyer et al., 1996).

Zhang (2012) examined the model of work-family conflict consisting of work conflict with family and family conflict with work as a predicate of life satisfaction, emotional fatigue, and affective commitment, resulting in the desire to change jobs or turnover intentions. With a quantitative approach and the method of modeling structural equations, 264 managers were respondents to the study. Families that affect work have a negative effect on affective commitment and life satisfaction, as well as a positive effect on the desire to change workplaces or turnover intentions. Therefore, it can be hypothesized that family-work conflicts had a positive impact on turnover intentions of female workers in this study (with respondent status: (a) combined single and married, (b) single only, and (c) married only).

Organizational Commitment
Happy and proud to be a member of the organization is the form that employees produce after being committed to an organization. Organizational commitment has been conceptualized into three main components: normative, continuation, and affective (Meyer & Allen, 1991). Emotional attachment of a person and identification with his profession is a form of affective commitment. If workers feel emotionally attached to an organization, they are more likely to stay with the organization.

Ganesan et al. (1993) state that increased self-confidence and opportunistic behavior can arise from the beginner-level recruitment process to promotion. Motivation and commitment to stay in the company will be seen when workers feel the organization values their commitment. Companies need to understand the culture and structure of the company in determining company policies. Too harsh competition in promotions causes unethical and immoral incidents, such as bribery.

Organizational support can boost worker morale, leading to high organizational commitment and low worker turnover intentions (Ahmed & Nawaz, 2015). Previous research has found that by giving workers more autonomy, workers can decide about goals and plans to achieve them. The study of Jehanzeb et al. (2013) on organizational commitment and the intention in and out of workers also confirms a strong inverse relationship. Thus, it can be hypothesized that organizational commitment had a negative impact on turnover intentions of female workers in this study (with respondent status (a) combined single and married, (b) single only, and (c) married only).

Work-Family Conflicts and Organizational Commitments

A study by Haar (2004) concerns factors impacting government organizations in New Zealand. The study discusses two types of work-family conflicts and several organizational attitudes as predictors. According to the study's findings, work-family conflicts have a negative impact on organizational commitments.

Finthariasari et al. (2020) studied the relationship between organizational commitment and work-family conflicts regarding women's intentions to leave five Islamic banks in Bengkulu city. The study's findings indicated that while work-family disputes have a substantial negative impact on organizational commitment, they have a big favorable impact on turnover intentions. While work-family conflicts have a beneficial effect on turnover intentions, organizational commitment has a strong negative impact on those intentions and can buffer that effect. Therefore, it can be hypothesized that the work-family conflicts and organizational commitments together influence the turnover intentions in female workers. In addition, it can also be hypothesized that organizational commitment can be a mediator of the influence of work-family conflicts on the turnover intentions of female workers in this study (the respondent status group classification is (a) combined single and married, (b) single only, and (c) married only).

Table 1. Hypothesis

Hypothesis	
H1:	Work-Family Conflict have significant impact on Turnover Intention.
H2:	Organizational Commitment have significant impact on Turnover Intention.
H3:	Work-Family Conflict and Organizational Commitment simultaneously have significant impact on Turnover Intention.
H4:	Organizational Commitment can mediate the relationship between Work-Family Conflict on Turnover Intention.

METHODOLOGY

Sample

The study used primary data obtained by filling out a questionnaire. Sampling in this study was carried out for one month, from September 10. 2020. to November 10. 2020. On 120 female workers in the construction industry in the DKI Jakarta area, sampling was done using purposive sampling techniques. The type of work of the respondent, namely customer service and administration (financial and purchasing). The questionnaires are distributed based on the addresses contained in the sispro.co.id directories in both the main contractor and subcontractor directories. The number of respondents considering minimum number for descriptive research was 100 samples (Rahayu, 2005), and the minimum number of samples using PLS-SEM was 30 (Haryono, 2017).

Weighing Scale

The turnover intention scales used are the Bluedorn (1982) and Bothma and Roodt (2013) scales. Meanwhile, the scale of work-family conflict (WFC) is based on the scale of Netemeyer et al. (1996). For the organizational commitment (OC) scale in this study, the Allen & Meyer (1990) scale was used, which also involves a commitment to norms (NC), continuity (CC), and affect (AC) (NC). The questionnaires data were adapted and modified by using a 7-point Likert scale to evaluate the respondents' responses (1 = strongly disagree to 7 = strongly agree).

Analysis Methods

Hypothesis testing was carried out using SmartPLS software version 3.3.2 to implement the Partial Least Squares Structural Equation Modeling (PLS-SEM) approach. With a variance-

based data method, PLS-SEM is a multivariate statistical analysis that seeks to develop a prediction model of the link between the routes of exogenous inputs to endogenous factors.

Measurement Model (Outer Model)

The initial stage of processing is to test the level of validity through checks. In this study, to test the validity and reliability of indicators used with a measurement model (outer model) with a series of analyzes, namely: (i) discriminant validity, where the validity test is carried out by comparing the square root value of AVE > correlation between latent constructs, (ii) reliability, where the reliability test is carried out by comparing the composite reliability value and Cronbach's alpha with the rule of thumb, and (iii) reliability, where the reliability test is carried out by comparing the composite reliability value and Cronbach's alpha with the rule of thumb (> 0.70) (Hair et al., 2011; Ghozali & Latan, 2015).

Structural Model (Inner Model)

Turnover is an employee turnover that usually occurs in a company and is sometimes needed to provide opportunities for employees to determine their careers. Nevertheless, for human resource management high turnover is an important problem. Losing high-value employees with core competencies is one impact of turnover (Bodla & Hameed, 2008). Companies that lose competent employees will experience a declining climate of competition and competitiveness. The factors identified in the study include some satisfaction such as salary, working conditions, supervision, organizational commitment, and job stress.

RESULTS
Descriptive Overview

Data analysis in Table 2 found that the characteristics of respondents in the study were based on the age of the female worker category as shown below.

Table 2. Characteristics of Research Samples

Demographic Characteristics	Frequency	Percentage
Age		
< 30 years	41	34.17
30 - 40 years	40	33.33
>40 years	39	32.50
Period of service		
< 1 year	12	10.00
1 – 5 years	63	52.50
5 – 10 years	19	15.83
>10 years	26	21.67
Marital status		
Single	40	33.33
Marry	76	63.33
Divorce	4	3.33

Source: Data processed, 2022

Outer Model

Based on the results of the convergent validity test Hypothesis 1 (Table 3) for the loading factor value on each construct, it has a value of > 0.70 or eligible. Likewise, with the results of the convergent validity test of Hypothesis 2 (Table 4), the loading factor value on each construct has a value of > 0.70 or qualified. The results of the discriminant validity test for Hypotheses 1 (Table 5) and (Table 6) can be seen that the value of The AVE square root is distinguished from the correlation between latent constructs by the general rule: AVE square root > correlation between latent constructs. The same results were also obtained on discriminant validity testing for Hypotheses 2 (Table 7) and (Table 8). As for testing the validity of

convergent and discriminant for Hypothesis 3 and Hypothesis 4, the loading factor value is not displayed because the results are not much different from the results of the convergent and discriminant validity tests as is the case in Hypothesis 1 and Hypothesis 2.

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Table 3. Validity and Reliability Test Model 1

Variable	Items	Loading factor	AVE	Cronbach's Alpha	Composite Reability
Work family conflicts[a]	FIW1	0.748	0.706	0.870	0.916
	FIW2	0.820			
	WIF1	0.904			
	WIF2	0.881			
Turnover intention[a]	TI1	0.820	0.732	0.879	0.905
	TI2	0.881			
	TI3	0.899			
	TI4	0.818			

Note: a=aggregated respondents, data source processed, 2022

Table 4. Validity and Reliability Test Model 2

Variable	Items	Loading factor	AVE	Cronbach's Alpha	Composite Reability
Organizational commitment[a]	AC1	0.875	0.714	0.921	0.937
	AC2	0.870			
	CC1	0.757			
	CC2	0.823			
	NC1	0.890			
	NC2	0.847			
Turnover intention[a]	TI1	0.841	0.735	0.879	0.917
	TI2	0.914		0.914	
	TI3	0.874		0.874	
	TI4	0.795		0.795	

Note: a=aggregated respondents, data source processed, 2022

Table 5. Latent Variable Correlation measurement model hypothesis 1

Variable	It	WFC
Turnover intention[a]	1.000	0.240
Work family conflicts[a]	0.240	1.000

Note: a=aggregated respondents, data source processed, 2022

Table 6. AVE Values and Roots Squared AVE measurement model hypothesis 1

Variable	AVE	AVE square root
Turnover intention[a]	0.732	0.855
Work family conflicts[a]	0.706	0.840

Note: a=aggregated respondents, data source processed, 2022

Table 7. Latent Variable Correlation measurement model hypothesis 2

Variable	It	WFC
Turnover intention[a]	1.000	-0.229
Organizational commitment[a]	-0.229	1.000

Note: a=aggregated respondents, data source processed, 2022

Table 8. AVE Values and Roots Squared AVE measurement model hypothesis 2

Variable	AVE	AVE square root
Turnover intention[a]	0.735	0.857
Organizational commitment[a]	0.714	0.845

Note: a=aggregated respondents, data source processed, 2022

Inner Model

Table 9 shows inner model test results (combined respondents) showing that the value of R Square (Original sample (O) column) for the positive effect of work-family conflict on turnover intentions is 0.240 or 24.00% with p = 0.018. The combined respondents' turnover intention was negatively impacted by an organizational commitment by -0.229 or 22.90%, with a p-value of 0.044, as shown in Table 10. Both models may fall into the category of weak models based on the results of the two tests.

Table 9. R Square Measurement Model 1

Variable	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (O∣STDEV)	p values
WFC - IT[a]	0.240	0.267	0.101	2.375	0.018
WFC - IT[b]	0.394	0.075	0.422	0.932	0.352
WFC - TI[c]	0.316	0.334	0.129	2.450	0.015

Note: a= combined respondents, b=single respondents, c=married respondents, data source processed, 2022

Table 10. R Square Measurement Model 2

Variable	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (O∣STDEV)	p values
OC - IT[a]	-0.229	-0.264	0.113	2.021	0.044
OC - IT[b]	-0.298	-0.262	0.362	0.825	0.410
OC - IT[c]	-0.260	-0.307	0.124	2.092	0.037

Note: a= combined respondents, b=single respondents, c=married respondents, data source processed, 2022

The inner model was then performed by testing Hypothesis 3 and Hypothesis 4 (combined respondents), as seen in Table 11 that the negative influence of organizational commitment on turnover intentions was -0.209 or 20.90% with p = 0.059. Meanwhile, the positive impact of work-family conflict against turnover intentions in the combined respondents was 0.213 or 21.30% with p = 0.030. as shown in Table 11.

In the test respondents who were separated between single and married status, there was a difference in the test results. In respondents of female workers with marital status, the positive influence of work-family conflicts on turnover intentions was 0.316 or 31.60% with p = 0.015. Meanwhile, in single-status respondents, the positive impact of work-family conflicts was greater, namely 0.394 or 39.40% but not significant (p = 0.352). Meanwhile, the negative influence of organizational commitment on turnover intentions in married respondents was -0.260 or 26.00% with p = 0.037. For single respondents, the negative impact of organizational commitment to turnover intentions was greater, namely -0.298 or 29.80% but not significant (p = 0.410).

Table 11. R Square Measurement Model 3

Variable	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (O∣STDEV)	p values
OC - IT[a]	-0.209	-0.235	0.110	1.892	0.059
WFC - IT[a]	0.213	0.236	0.097	2.183	0.030
OC - IT[b]	-0.256	-0.232	0.304	0.840	0.401
WFC - IT[b]	0.317	0.067	0.302	1.051	0.294
OC - IT[c]	-0.229	-0.253	0.140	1.633	0.103
WFC - TI[c]	0.291	0.305	0.118	2.463	0.014

Note: a= combined respondents, b=single respondents, c=married respondents, data source processed, 2022

Table 12: R Square Model 4

Variable	Original sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t statistics (O│STDEV)	p values
OC - IT[a]	-0.191	-0.215	0.127	1.502	0.134
WFC - OC[a]	-0.164	-0.156	0.206	0.799	0.425
WFC - IT[a]	0.168	0.178	0.149	1.126	0.261
OC - IT[b]	-0.173	-0.181	0.296	0.584	0.559
WFC - OC[b]	-0.462	-0.464	0.269	1.719	0.086
WFC - IT[b]	0.139	0.143	0.253	0.550	0.582
OC - IT[c]	-0.220	-0.245	0.152	1.447	0.149
WFC - OC[c]	-0.120	-0.111	0.210	0.572	0.568
WFC - TI[c]	0.278	0.295	0.135	2.057	0.040

Note: a= combined respondents, b=single respondents, c=married respondents, data source processed, 2022

Table 11 shows the result tests of the relationship between organizational commitment and work-family conflict on intentions to leave. The effect of organizational commitment on respondents' preferences to leave their jobs decreased from -0.229 to -0.209 (see Table 9) and was found to be negligible (p = 0.059). The same was true for married respondents; however, the impact of organizational commitment on intentions to leave fell from -0.260 to -0.229, becoming negligible (p = 0.103). However, despite a decline in influence, organizational commitment to turnover intentions and work-family problems in single respondents continues to have a negative impact that is not statistically significant.

The positive effect of work-family conflict on turnover intentions in the combined respondents decreased to 0.213 with p = 0.030 from the previous 0.240. Meanwhile, in married respondents, the impact of work-family conflict on turnover intentions was 0.291 with p = 0.014, which was down from 0.316 previously. In single respondents, the positive influence of work conflict and the negative impact of organizational commitment on turnover intentions were not significant, although they also experienced a decrease in effect.

As shown in Table 12, the model of the relationship between work-family conflict and turnover intentions using organizational commitment as a mediator is not statistically significant for combined respondents, single respondents, or married respondents. As a result, the statistics of female employees in construction services in this study do not suit this model.

DISCUSSION

This study showed that the positive influence of family work conflicts on turnover intentions was more significant in married respondents compared to single respondents. The results support hypothesis 1, by separating married and single respondents, proving the positive impact of family work conflicts on the turnover intentions of married female workers. This finding is in line with the research of Ghayyur & Jamal (2012) on workers in the pharmaceutical and banking industries, which shows that respondents with married status have a higher turnover intention rate than single respondents. On the other hand, this may be due to the fact that the tensions that occur in married female working families (conflicts with husbands), working couples paying attention to and caring for their children and elderly parents (Neal & Hammer, 2017) affect the psychological more when compared to single respondents who may have conflicts with parents or siblings. Shaffer et al. (2016) say in role theory that dual roles can cause personal conflicts because they have difficulty performing roles well. The loss of control in time management, contradictions in behavior, and lack of energy causes conflicts between roles that can cause tension in the individual.

This study also showed that the negative influence of organizational commitment on turnover intentions in married respondents was more significant than that of single respondents. The results support hypothesis 2, Separating married and single respondents proves the negative impact of organizational commitment on the turnover intentions of married female workers. These findings align with Arslan's (2017) research on construction industry workers in Australia, where workers with married status are more committed to their current jobs. This is possible because married workers have experience making and maintaining family commitments, so the same may also be applicable in work. In addition, social support from peers allows married female workers to achieve a balanced career and family life, thereby increasing their work commitments (Chinomona & Dhurup, 2015; Valk & Srinivasan, 2011).

This study examined the effect of family work conflicts and organizational commitment simultaneously in influencing turnover intentions in female workers. At this stage, the negative influence of organizational commitment on turnover intentions is no longer significant compared to the positive impact of family work conflicts on turnover intentions in married respondents. The same thing happens with models with organizational commitment as mediators. The organizational commitment that mediates the influence of work-family conflicts on turnover intentions in the work of Islamic private banks in Bengkulu city (Finthariasari et al., 2020), did not occur in this study.

CONCLUSIONS

According to the study's findings, work-family conflicts have a significantly greater negative impact on married female employees than on those who are single on their intentions to quit their jobs. Even if an organizational commitment has little effect on plans to turn over employees, this influence will decline as the organization gets more committed to its workforce. Additionally, in this study, an organizational commitment could not mediate the detrimental impact of work-family conflicts on turnover intentions. Another thing that can be deduced is that the married status of female employees is a demographic element that also merits consideration concerning the impact of work-family conflicts and organizational commitment on turnover intentions in the firm.

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