



The effect of work family conflict and workload on work stress in affecting turnover intention

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ARTICLE INFO

Article history:

Accepted Jul 21, 2023
Revised Aug 04, 2023
Accepted Aug 21, 2023

Keywords:

Turnover Intention;
Work Family Conflict;
Work Stress;
Workload.

ABSTRACT

The development and economic growth of the Indonesian people in today's increasingly modern era of globalization has made work the main factor in meeting human needs and improving the quality of human life. Currently, work has become the main requirement for every human being, both men and women who are married or have a family. This can lead to multiple roles or commonly known as work family conflict. If an individual already has work family conflict, it will increase the workload they have and will cause work stress which can lead to turnover intention. This study aims to examine the effect of work family conflict and workload on work stress which affects turnover intention in employees of PT GCU Jakarta Head Office. This study uses a quantitative approach to the survey method. The subjects of this study were 130 employees of PT GCU, Jakarta Head Office. Data analysis techniques using structural equation models (SEM) assisted with the SmartPLS version 4.0 software program. The results of this study indicate that all variables have positive effect to each other. The research shows there is an implication between the results and affect event theory. The emotional that employees have might be influence their work when they are not unable to balance the stress of their work and their family. The suggestion to future research is to analyze what the company can do to decrease turnover intention rate because of work family conflict in their employees.

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1. INTRODUCTION

Economic development is progressing rapidly day by day. Therefore, Work is the main key for every individual to meet their needs. Currently, work has become a major requirement for every human being, both men and women. In other sides, they also have their own functions and roles, especially for married workers. This situation is called dual roles. The division of roles between family and work is a one of big problem faced by many employees in all companies today (Sugiyanto et al. 2016). This conflict called as work family conflict. Work family conflict itself usually can be associated with turnover

intention. Affective event theory suggests that the emotional of the employees can be influenced by certain activity including toward work (Vroom, 1964). It means the emotional of employee can influence their work for example when the employee is unable to balance their roles between work and family, they might be more stressful and can not enjoy in their job. Although it is associated closely with turnover intention, the complex psychological mechanisms involved are unclear. Affect might have played an important role. Positive and negative affect are major components of human emotional experiences (Assari et al., 2018). It means work family conflict can give bad impact in pressure of work itself. The higher the work family conflict that an employee has it means the higher the workload will grow. Work family conflict also has some negative effects for the company, it may be giving the impact im higher turnover intention since they are not able to balance it between work and family (J. Xiao et al., 2023). Conversely, if employees do not have work family conflict, they will also experience less workload (Rasminingsih et al., 2021). The conflict arises when the roles in the family and at work need to be fulfilled simultaneously. As a result, when an individual feels that they do not have the necessary time to fulfill both work and family roles, they feel stress (Toygar et al., 2023) Workload will affect the work stress experienced by employees in a company. Turnover intention caused by work family conflict, workload, and work stress. Many factors influence employees to make the decision to change jobs. Therefore, companies need to pay attention to the welfare of employees because human resources are one of the most important thing in one company. The subjects of this study are companies from the agricultural sector which is not immune from problems or challenges of work-family conflict and workload which affect work stress to turnover intention because they have many human resources who are already married.

This research was conducted at the PT GCU. One of company in agricultural sectors in Indonesia. PT GCU is located in Sudirman, South Jakarta, DKI Jakarta. In this study, researcher analyzed what the effect of work family conflict, workload, work stress to turnover intention of all employees who have been married in PT GCU. Researcher chooses this topic since work family conflict is one important problem that employees faced day by day. This conflict is a form of conflict experienced by employees where there are demands for roles from work and family simultaneously which cannot be equalized in several ways. This happens when an employee tries to fulfill two roles at one time which is influenced by family demands and work demands (Triaryati, 2003). In other words, Employees who have already married have more pressure than employees who have not married. Work family conflict can be caused by any causes. One of an example causes is conflict due to time that can arise from demands on working hours. These emotional changes might further influence their work stress and turnover intention therefore appears to be consequential. Conversely, a low work family conflict level results in an increased positive affect, which results in decreased turnover intention (Fei et al., 2023). In addition, it can also be caused by demands from work and family, so that individuals find it difficult to meet family needs and work obligations which often change plans with family (Simon et al., 2004). It means, the employee must have good time management to manage all the things between family time and work time. Unfortunately, for some employees it is hard to manage the time for both of them. It also can be defined as work that interferes with a family, which means that most of the time is spent on work so that they have less time for family (Murtiningrum, 2005). This conflict will be matters if this situation persists for the employee. The employees can feel stress to manage the time that they have. After all the conflict, another problem will grow such as work stress, work pressure or might high work load that employee had. Conflict will be inevitable if work stress permeates the family life of people who perform their work without love (Karakurt et al., 2023).

The phenomenon of work family conflict is influencing work stress that employees feel. The more work family conflict that employees have, the more work stress that

employees feel. Work stress itself is a feeling of pressure felt by an employee when facing a job. It also is described by unstable emotions, feeling uneasy, choosing to isolate oneself, difficulty sleeping, smoking excessively, not relaxing, anxiety, tension, nervousness, increased blood pressure, and experiencing digestive disorders (Mangkunegara, 2017). Work stress can occur when a person experiences tension or emotional pressure due to enormous demands and obstacles that affect one's thoughts, emotions and physical condition (Marihat, 2002). It is clear from this description that the existence of a workload will increase work stress. In this condition, the employees will feel uncomfortable in their work. Work stress can arise pressure of work load higher than before. On the other hand, Workload is a process carried out by a person in completing a task given by a company or a group of positions carried out within a certain period of time using the skills and potential possessed by the workforce (Munandar, 2011). It means work load is amount of volume's task that employees have in office hours. Another definition of workload is a job that is created by an employee who has influence and large volume in a company and is done for a certain period of time and is done by exerting all the abilities and potential possessed by an employee. The important things about workload is all the task must be linier with the job description and the quantity must be equal between each other. Excessive workload is one of the causes of work stress faced by employees in the company. Workload for employees should be given in accordance with the capabilities and job descriptions they have at work so that the results of the work produced are maximized. These jobs and tasks certainly require time, energy, and other resources. The existence of a workload will cause employees to have a high level of work stress and interfere with psychological conditions (Suwatno & Priansa, 2014). The problem of work stress is important thing to observe since the demand for efficiency in work began to emerge (Rahmizal & Lasmi, 2021). Stress itself is an individual experience as a feeling of a dynamic state of demand related to what they perceive as dubious and needed much-outcome (Rahmizal & Lasmi, 2021).

All the problem from work family conflict, work stress, and work load are influencing turnover intention that employees feel. Turnover intention is defined as the trait possessed by an employee to look for a new job elsewhere or there are plans that have been built to leave the company in the future (Dharma, 2013). Turnover intention is also defined as the tendency or intention of employees to voluntarily stop working from their jobs or move from one workplace to another according to their own choice (Khikmawati, 2015). Turnover intention is caused by several factors regarding how interesting the job currently carried out by employees and employees' thoughts on other, better job alternatives (Robbins, 2006).

As for some previous research that is a reference for this research consist of Kusuma & Soesatyo (2014) with the results workload has a positive effect on work stress and workload has a positive effect on work stress. In research (Ghayyur & Jamal, 2012), with the work family conflict has a positive effect on turnover intention, Research by (Riani & Putra, 2017), stated that workload has a positive effect on turnover intention. It also according to previous research results, work stress and turnover intention in a company have a positive relationship. This is also which states that work stress has a positive effect on turnover intention (Manurung, 2012). In summary, previous studies only explored the correlation between one variable to another one variable and they also did not focus on agricultural sector. This research will elaborate all the variable which already mentioned above. It also focuses to analyze in one of the biggest companies in agricultural sector in Indonesia.

The implication of this research is to increase company awareness about the level of stress experienced by employees because work family conflict and workload which influence of turnover intention for the company. This research will help PT GCU to improve their work environment. By identifying the factors that influence a positive work environment, such as workload quantity, social support, physicological facilities for the

employee who has already married. The companies can make the necessary changes and use research findings as a basis for designing effective stress management strategies, workload quantity, work conflict family to increase the turnover intention of the employee.

Based on the background described above, the researchers are interested in conducting a study entitled: " The effect of Work Family Conflict and Workload on Work Stress in Affecting Turnover Intention (Study Case on Employees of PT GCU Head Office Jakarta Area).

2. RESEARCH METHOD

This study uses quantitative analysis techniques because it is assessed objectively and requires a large number of respondents. This used in quantitative research is a survey method using a questionnaire as the way how to approach in this research. Quantitative analysis techniques use smartPLS software as a medium for processing data so that results result in mutual influence or no effect between variables. The results and analysis of the research will be described descriptively and also analytically.

In this study, research instruments were determined through operational definitions to measure a study consisting of 4 variables, namely Work Family Conflict, Workload, Work Stress, and Turnover Intention. The measurement scale used in this study uses a Likert scale with 5 choices from Strongly Disagree to Strongly Agree.

The following paragraph will explain the measurement indicators in the form of item statements/questions for each variable;

Work Family Conflict (Greenhaus & Beutell, 1985), (a) I am unable to participate in family activities because there is a lot of additional work from the office. (b) When my workload is overloaded, it is very difficult for me to complete my duties in the family. (c) I am often late for work, because I have to finish homework. (d) I am able to carry out my work well, even though my duties in the family are piling up. (e) Problems originating in the family often reduce work performance.

Workload (Zainal et al., 2018), (a) I am able to complete physical work. (b) The tasks given are sudden in nature with a short target completion time. (c) Tasks given can be completed in teamwork. (d) Leaders require that each employee has clear work targets inside and outside the office. (e) The tasks that I have to do make me mentally and psychologically disturbed (example: stress).

Work Stress (Robbins, 2006), (a) I was given a fairly high job target., (b) I feel that the Job Description provided does not match my position. (c) I find it difficult to solve problems with colleagues. (d) When I make a mistake at work, the inspection by the company makes me uncomfortable. (e) When I have a difference of opinion with the leadership, it makes me feel uncomfortable.

Turnover Intention (Mobley, 2002). (a) I am thinking of quitting my job, (b) I am looking for information about job vacancies elsewhere. (c) I intend to leave my place of work because my work is too hard. (d) I intend to leave my place of work because there is no career development. (e) If I had the opportunity to leave my place of work I would do it.

The results of this study were obtained from the answers to filling out the questionnaire by 130 respondents. The questionnaire has already answered all by respondents in June 2023. All were employees of PT GCU head office in the Jakarta area who had worked for more than two years, were married and aged 25-45 years. In the gender category, it was found that the most respondents were female, 67.7% or 88 respondents, and the lowest was female, 32.3% or 42 respondents. It means concluded that the majority of respondents were female.

In the category of respondents based on age, the highest was the age range of 25-40 years with a percentage of 78.5% or a total of 102 respondents and the lowest was in

the age range >40 years with a percentage of 21.5% or a total of 28 respondents. It means concluded that the majority of respondents aged 25-40 years.

3 RESULTS AND DISCUSSION

3.1 Result

a. Validity and Reliability Test

Validity test is measured using the average variance extracted (AVE) measurement to see the value of each variable. The variable can be said to be valid if the AVE value is > 0.5 (Ghozali & Latan, 2015). Furthermore, the reliability test is carried out using composite reliability analysis and Cronbach's alpha. To get correct and accurate results, both analyzes must have a value of >0.7 (Ghozali & Latan, 2015). The following are the results of testing the validity and reliability:

Table 1. Validity and Reliability Test

Variable	Cronbach's alpha	Composite Reliability (rho_a)	Average Variance Extracted (AVE)
Work Family Conflict	0.825	0.835	0.605
Workload	0.827	0.832	0.587
Work Stress	0.836	0.842	0.603
Turnover Intention	0.837	0.839	0.539

Source: Research results, 2023

Based on the table above, it can be concluded that the results all composite reliability and cronbach's alpha values above 0.7. it can be said that all indicators are capable used as a measuring tool for each and has fulfilled validity test conditions.

b. HTMT Test

HTMT is used as an alternative method that uses a multitrait-multimethod matrix as the basis for measurement. HTMT values must be less than 0.85, 0.9, and 1 to ensure discriminant validity between the two reflective variables (Henseler, et al., 2015). The following is a table of HTMT analysis results:

Table 2. HTMT Test

	BK	SK	TI	WFC
BK				
SK	0.779			
TI	0.759	0.752		
WFC	0.671	0.715	0.779	

Source: Research results, 2023

Based on table above, it can be seen that the HTMT value is produced as a whole has met the specified conditions. The conclusion of the Heterotrait-Monotrait Ratio (HTMT) test in table above is as follows: (a) Variable work load to variable work stress has value HTMT 0.799 < 0.85, it shows there is a good discriminant validity. (b) Variable work load to turnover intention has value HTMT 0.759 < 0.90, it shows there is a good discriminant validity. (c) Variable work stress to variable work stress has value HTMT 0.752 < 0.90, it shows there is a good discriminant validity. (d) Variable work load to variable work family conflict has value HTMT 0.671 < 0.90, it shows there is a good discriminant validity. (e) Variable work stress to variable work family conflict has value HTMT 0.715 < 0.90, it shows there is a good discriminant validity. (f) Variable turnover intention to variable work family conflict has value HTMT 0.779 < 0.90, it shows there is a good discriminant validity

c. R Square Test

The coefficient of determination (R^2) is a value that describes how much influence exogenous variables have on endogenous variables (Ghozali & Latan, 2015). If the R^2 value shows the number 0.75, it can be concluded that the model formed is strong. Meanwhile, if the R^2 value shows the number 0.50, it can be concluded that the model formed is moderate, and if the R^2 value shows the number 0.25. The following table analyzes the coefficient of determination (R^2):

Table 3. R Square Test

Variable	R^2
Work Stress	0.504
Turnover Intention	0.514

Source: Research results, 2023

From this table above, it can be concluded that the model formed is weak. It can be concluded that the model formed in this study has moderate value. Work family conflict and workload are able to explain the work stress variable by 50.4%, where the remaining 49.6% is explained by other variables not examined in this study. The Turnover Intention variable is influenced by work family conflict, workload, and work stress variables by 51.4%, where the remaining 48.6% is influenced by other variables not examined in this study.

d. Results of Research Data Analysis

Analysis of research data analysis was carried out by means of t-statistical analysis using the bootstrapping method on the smartPLS application. The following table shows the results of the path coefficient test, t statistic, p value and the conclusion of the hypothesis test. Following are the results of the hypothesis test:

Table 4. Hypothesis

Hypothesis	Path Coefficient	t-statistics	P value	Marks
Work Family Conflict affects Work Stress	0.359	5.810	0.000	Accepted
Workload affects Work Stress	0.448	7.807	0.000	Accepted
Work Family Conflict affects Turnover Intention	0.341	4.631	0.000	Accepted
Workload affects Turnover Intention	0.273	3.565	0.000	Accepted
Work Stress affects Turnover Intention	0,230	2.460	0.007	Accepted

Source: Research results, 2023

From table above, it can be concluded that all hypotheses of each variable have fulfilled the requirements so that it can be accepted. If we are seeing in t-statistics column all value is more than 1.96 and path value less than 0.05. It means they all have positive affects to each other.

3.2 Discussion

The results of the H1 test in the study found that there was an influence between the work family conflict variable on the work stress variable as evidenced by the positive relationship from the supported and significant t-statistics results with a value of > 1.96 , namely 5,810 and p-value $< 0, 05$, of 0.000. The results of the first hypothesis are regarding the work family conflict variable which has a positive influence on work stress as indicated by the path coefficient value between WFC and SK of 5,810. This could mean that the effect of the latent variable work family conflict on work stress is 0.359 with a positive and significant relationship at alpha or a significance level of $5,810 > 1.96$. This is also supported by research from Kurniawati et al. (2018) which states that there is a

positive influence between work family conflict and work stress. The results of the H2 test in the study found that there was an influence between the workload variable and the work stress variable as evidenced by the positive relationship from the results of the t-statistics received and significant with a value of > 1.96 , which is 7,807 and p-value < 0.05 , of 0.000. The results of the second hypothesis are regarding the workload variable which has a positive influence on work stress as indicated by the path coefficient value between BK and SK of 7,807. This may mean that the effect of workload latent variables on work stress is 0.448 with a positive and significant relationship at alpha or a significance level of $7,807 > 1.96$. This is also supported by research from (Kusuma & Soesatyo, 2014) which states that there is a positive influence between workload and work stress. The results of the H3 test in the study found that there was an influence between the work family conflict variable on the turnover intention variable as evidenced by the positive relationship from the supported and significant t-statistics results with a value of > 1.96 , namely 4,631 and p-value $< 0, 05$, of 0.000. The results of the third hypothesis are regarding the work family conflict variable which has a positive influence on turnover intention as indicated by the path coefficient value between WFC and TI of 4,631. This may mean that the effect of the latent variable work family conflict on turnover intention is 0.341 with a positive and significant relationship at alpha or a significance level of $4,631 > 1.96$. This is also supported by research from Utama & Sintaasih (2015) which states that there is a positive influence between work family conflict and turnover intention. The results of the H4 test in the study found that there was an influence between the workload variable on the turnover intention variable as evidenced by the positive relationship from the supported and significant t-statistics results with a value of > 1.96 , namely 3.565 and p-value < 0.05 , of 0.000. The results of the fourth hypothesis are regarding the workload variable which has a positive influence on turnover intention as indicated by the path coefficient value between BK and TI of 3.565. This may mean that the effect of workload latent variables on turnover intention is 0.273 with a positive and significant relationship at alpha or a significance level of $3,565 > 1.96$. This is also supported by research from Kurniawati et al. (2018) and Irvianti & Verina (2015) which states that there is a positive influence between workload and turnover intention. The results of the H5 test in the study found that there was an influence between the work stress variable and the turnover intention variable as evidenced by the positive relationship from the supported and significant t-statistics results with a value of > 1.96 , namely 2,460 and p-value < 0.05 , of 0.007. The results of the fifth hypothesis are regarding the work stress variable which has a positive influence on turnover intention as indicated by the path coefficient value between SK and TI of 2.460. This may mean that the effect of workload latent variables on turnover intention is 0.230 with a positive and significant relationship at alpha or a significance level of $2,460 > 1.96$. This is also supported by research from Kurniawati et al. (2018) and Irvianti & Verina (2015) which states that there is a positive influence between work stress and turnover intention.

4. CONCLUSION

The results of the analysis conclude that the first hypothesis, namely the work family conflict variable, has a positive relationship to the work stress variable for PT GCU employees, which means that the higher the work family conflict encountered, the higher the work stress felt by PT GC employees. On the other hand, Results of the analysis conclude that the second hypothesis is that the workload variable has a positive relationship to the work stress variable for PT GCU employees, which means that the heavier the workload faced, the greater the work stress felt by PT GCU employees. This research also shows the results of the analysis conclude that the third hypothesis,

namely the work family conflict variable, has a positive relationship to the turnover intention variable for PT GCU employees, which means that the higher the work family conflict encountered, the higher the turnover intention for PT GCU employees. The results of the analysis conclude that the fourth hypothesis, namely the workload variable, has a positive relationship to the variable turnover intention of PT GCU employees, which means that the higher the workload faced, the higher the turnover intention of PT GCU employees. At the end of the research shows the results of the analysis conclude that the fifth hypothesis, namely the work stress variable, is positively related to the turnover intention variable for PT GCU employees, which means that the higher the perceived work stress, the higher the turnover intention by PT GCU employees.

All research has limitation when researchers create their own research. This is also happens in this research, this research has limitation which can improve in the future research. This research only focuses in one company, it will be more accurate if the research has more than one company to be analyzed. It will be more interested if in the future research the topics about the benefit that employee get after all the conflict and struggle they have been through. The researchers suggest use social exchange theory as grand theory to analyze the future research. The researchers hope this research will help company or others to improve and sort out the problem in human resources especially about work family conflict itself.

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