


The effect of work-family conflict and work overload on turnover intention with job stress as mediation in state-owned enterprises employees

¹Budhi Alfiyyah Alyaa, ²Ilzar Daud, ³M. Irfani Hendri, ⁴Maria Christiana Iman Kalis, ⁵Yulyanti Fahrana

Department of Management Faculty of Economics and Business Universitas Tanjungpura, Indonesia^{1,2,3,4,5}

Article Info	ABSTRACT
Keywords: Human Resources, Turnover Intention, Work-Family Conflict, Work Overload, Job Stress	The main focus of this study is to find the impact of work-family conflict and work overload on turnover intention in SOEs employees, with job stress as a mediator. Data were collected from respondents working in various SOEs at PT PLN, PT TASPEN, PT Telkom Indonesia, PT Pertamina, and PT Pelabuhan Indonesia. The collected data were analyzed using Structural Equation Modeling (SEM) analysis techniques and AMOS software. The results of this study are positive and significant. The variables of work-family conflict, work overload, and jobs tress have a positive influence on turnover intention. The variables of work-family conflict and work overload positively and significantly influence job stress. Results of the mediation analysis reveal that job stress plays a mediating role in the correlation between work-family conflict and work overload, and has an impact on turnover inetntion. This research is expected to help improve employee retention and welfare in the SOEs environment.
This is an open access article under the CC BY-NC license 	Corresponding Author: Budhi Alfiyyah Alyaa Department of Management Faculty of Economics and Business Universitas Tanjungpura, Indonesia budhialfiyaalyaa@gmail.com

INTRODUCTION

One of the main elements of the organization is human resources. To meet its goals, the organization must have competent human resources, which means that human resource management must be carried out optimally [1]. According to [2] human resource management needs to be done correctly as one of the organizational functions to increase organizational effectiveness and efficiency. Human resources with a strong sense of their organization will apply attitudes and behaviors expected to advance the organization [3].

According to [4] employees in today's workplace are frequently faced with competing demands, short deadlines, and a lot of responsibilities. This may result in exhaustion and pressure feelings, which might affect the employee's decision to quit (Yousef et al., 2023). Organizations must try to avoid employee turnover intention because there will be many negative impacts due to high turnover rates. Various factors can influence employee turnover intention. Work-family conflict, work overload, workplace stress, and other reasons are some that will have an impact on a person's intention to leave their job.

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Research by [6], [7], and [8] demonstrates that these factors have a positive and significant impact on turnover intention, confirming the argument.

When two roles clash at the same time, the existence of many roles in one individual may result to role conflict [9]. According to [10] work-family conflict refers to a lack of quality in employees' lives, marriage, family ties, job satisfaction, performance, and dedication to the organization. This makes employees want to miss work and intend to leave the company. SOEs are often required to achieve high-performance targets. This pressure can lead to time-consuming work, reducing time spent with family. When this conflict keeps coming up and cannot be managed properly by the employees, they will choose to leave the company after realising they must provide an alternative [9]. According to Elloy and Smith in (Ke et al., 2019) work-family conflict is a significant factor in turnover intention.

Furthermore, work overload can be a factor in turnover intention. In today's world of work, employees often face heavy responsibilities but have short deadlines [4]. According to Jex in [12] work overload is defined as the perceptions made by employees that they are given a workload that is too difficult or excessive to complete within working hours. This could lead to stress and exhaustion and make it easier for individuals to leave work (Yousef et al., 2023). SOE employees often face high workloads because the organization has large tasks and responsibilities. In (Y. S. Hwang & Kim, 2021) work overload is known to cause an increase in job stress, emotional exhaustion, and turnover intention. Work overload also pushes employees towards extreme behavior, and the desire to quit work increases [14].

This inability to deal with work-family conflict and work overload can be a source of work stress. According to [15] workplace stress is an emotional condition caused by an imbalance between workload and a person's capacity to cope with work pressures. Accumulated work stress can make employees have the intention to leave work. SOE employees facing large tasks and responsibilities and difficulty balancing work and personal life can result in stress. Job stress plays an essential role in this dynamic. Job stress can arise as a result of work-family conflict and work overload. Thus, this study seeks to understand whether job stress mediates in linking work-family conflict and work overload with turnover intention.

SOEs often have significant and complex work demands. Based on the Sustainable Report of one of the state-owned companies, PT Telkom Indonesia in 2021, the turnover rate in that company reached 13.08%, which is relatively high. As a company owned by the government and has a vital role in the country's economy, SOEs aim to improve society's welfare. Identifying the elements that affect the intention to change jobs of SOE employees is essential. The purpose of this research is to examine the potential impact of work-family conflict and work overload on employees' intention to leave of State-Owned Enterprises (SOEs) with a specific focus on the mediating role of job stress.

Literature Review

Work-Family Conflict

Work-family conflict has been an exciting research concern for psychologists and business professionals [16]. According to Greenhaus and Beutell in [17] work-family conflict is caused by demands or imbalances between work and family roles. Work-family conflict arises when work roles interfere with family responsibilities, such as when a job with long working hours interferes with activities at home [18]. Conflict between work and family can also arise when work-related issues become personal issues or when personal issues start to interfere with one's ability to perform at work [19]. Work-family conflict is a problem that affects people when there is an unequal distribution of responsibilities and time between work and family. It has two dimensions: family interference at work and work interferences with family [20].

Work Overload

Work overload defined by Ahuja in [21] is the amount of work assigned that is higher than the employee's capacity. Overworked employees frequently complain their lack of vacation or rest time, pressure to put in extra hours without being paid, and their short workdays (Shahzad et al., 2020). According to Tahir in [22] work overload does not allow employees to work well and remain positive and satisfied. Elloy and Smith in [23] suggested that there are two types of work overload: quantitative and qualitative. They argue that qualitative work overload refers to tasks that are too challenging to complete, while quantitative is experienced when there are too many tasks to complete.

Job Stress

According to Salami in [24] job stress is a detrimental affective state characterised by feelings of anger, tension, and exasperation that arise from internal conflicts that employees encounter. Stress has a direct relationship with the organization because, according to [24] most of the occurrence of job stress is due to a lot of work and superiors have high expectations of their employees. Occupational stress refers to physical health, mental stress, and impaired bodily functions due to an imbalance between employees' abilities and their objective demands [25]. Measurement of job stress can be seen in interpersonal relationships, task relationships, organizational relationships, and physical relationships [26].

Turnover Intention

In research [27] turnover intention is a plan to change jobs or leave a company but not yet to the point of moving to a new place for work or quitting the workplace. According to Mobley in [28] there are three indicators of turnover intention, namely a) thoughts of quitting, a condition when individuals think of leaving the work environment due to professional dissatisfaction; b) intention to look for another job, a condition where employees desire to start looking for job opportunities outside the current organization; c) intention to quit, a condition when employees express a desire to leave the current organization. A different approach to define turnover intention is an employee's internal choice regarding whether to remain in their current position or depart [12].

Work-Family Conflict on Turnover Intention

An imbalance in the demands of work and family roles can lead to conflict, as seen by work-family conflict [9]. Employees who experience these kinds of difficulties in their lives are forced to make a sacrifice may decide to quit their jobs or have a strong urge to do so [9]. Based on research conducted by [29]–[31] indicates a strong and favourable correlation between the intention to leave and work-family conflict. Thus, the intention to leave increases along with the level of work-family conflict.

Work Overload on Turnover Intention

According to [32] turnover intention is the impact of work overload. Based on research [33] found that work overload is positively related to intention to leave the organization. In different phrases, work overload can increase turnover intention [34]. Based on research conducted by [4], [14], [35] work overload and turnover intention have a positive and significant association, suggesting that people are more likely to quit their jobs when they have a heavier workload.

Job Stress on Turnover Intention

As stated by [36] stress-related feelings such as tension or emotional exhaustion interfere with job satisfaction and increase employees' intention to resign. According to [37] studies show that job stress does affect employees' intention to leave. In research that has been conducted by [38]–[40] variable job stress has a positive and significant effect on turnover intention. Research by [41] demonstrates a favorable correlation between job stress and intentions to leave the company, which supports theory. This implies that the possibility of turnover increases with job stress levels.

Work-Family Conflict on Job Stress

According to [9] an inconsistency between the expectations of family roles and job duties might lead to work-family conflict. Work-family conflict can be stressful for the majority of employees, and this stress can lower morale and encourage them to view work negatively over time [9]. Research conducted by [42] examined the effects stress, work-family conflict, and family conflict-work conflict on five different industrial sector. Consequently, there is a strong correlation between work-family conflict and workplace stress. Based on research conducted by [21] and research by [43] shows a positive and significant influence between work-family conflict variables and job stress.

Work Overload on Job Stress

According to [4] excessive workload have the potentio to serve as a major trigger for stress among employees, resulting in feelings of burden, anxiety, and frustration. A common reaction to the existence of work overload is work stress, which is defined as a psychological reaction people feel when they perceive an imbalance between the demands of their job and their capacity to meet these demands [44]. According to [45] work overload can lead to workplace stress because it makes employees feel overworked and incapable of meeting the demands of their jobs. The existence of a relationship between work overload and job stress can be seen in research that has been conducted by [4] shows that work overload and job stress have a positive and significant relationship, meaning that

employees who experience higher levels of workload also experience higher levels of job stress.

Work-Family Conflict on Turnover Intention Through Turnover Intention

Work-family conflict, job stress, and turnover intention have a complex relationship impact. Workfamily conflict can cause job stress, increasing employees' turnover intention. Research conducted [46] showed the effect of work-family conflict on turnover intention with job stress as an intervening variable. These findings are supported by the investigation carried out by [9] where job stress as an intervening variable mediates the relationship between work-family conflict and turnover intention. Furthermore, research conducted by (Munda & Yuniawan, 2018) demonstrates that job stress is a proven mediator factor in the relationship between work-family conflict and turnover intention.

Work Overload on Job Stress Through Turnover Intention

According to [48] work stress caused by workload is a pressure that can affect employees' emotions and thoughts; ultimately, job stress will lead to a desire to quit your current position. The presence of stress inside the workplace has been identified as substantial mediating factor in this association, showing it can explain the way in which work overload influences the decision to resign from one's employment [4]. This is reinforced by research that has been conducted by [24] with the results of job stress variables as intervening variables can mediate the effect of work overload on turnover intention.

Conceptual framework

Based on the description above, it can be built research framework as follows:

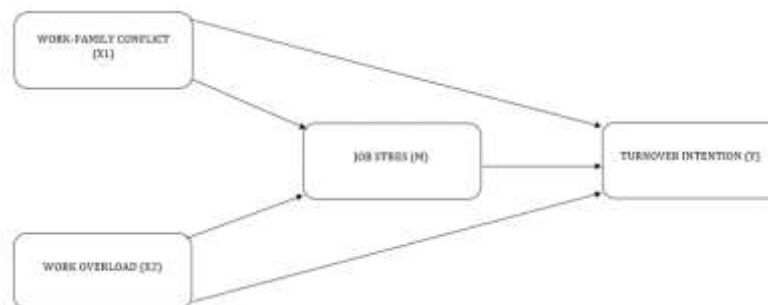


Figure 1. Research Framework

Research Hypothesis

Based on the research conceptual framework above, the research hypothesis proposed by the researcher is as follows:

1. Work-Family Conflict Affects Turnover Intention.
2. Work Overload Affects Turnover Intention.
3. Work-Family Conflict Affects Job Stress.
4. Work Overload Affects Job Stress.
5. Job Stress Affects Turnover Intention.
6. Work-Family Conflict Affects Turnover Intention which is mediated by Job Stress variables.

7. Work Overload Affects Turnover Intention which is mediated by Work Stress variables.

METHOD

Quantitative research methodology was used in this study. Data were obtained through primary sources through distributing questionnaires to subjects who became the object of research. The questionnaire developed measures the level of work-family conflict, work overload, job stress, and turnover intention based on a Likert scale that has been tested for validity and reliability. A five-point Likert scale (1= strongly disagree and 5= strongly agree) is used in the questionnaire. The population in this research were employees of BUMN, namely PT PLN, PT Pertamina, PT TASPEN, PT Telkom Indonesia and PT Pelabuhan Indonesia. There were 245 employees used as samples in this study. Purposive sampling was the sampling method used, and it met the following requirements: 1) Indonesian citizen; 2) Permanent employees at the specified BUMN company; 3) Employees are married; 4) Respondents are at least 20 years old, both men and women; 5) Respondents have a minimum working period of 1 year. The collected data were analyzed using Structural Equation Modeling (SEM) analysis techniques and AMOS software.

RESULT AND DISCUSSION

Results

Respondents Characteristics

The survey participants profiles were analysed using the following demographic data:

Table 1. Characteristics of Respondents

Category	Item	F	PERCENT (%)
Working for a state-owned enterpris	PT PLN	59	24,08163265
	PT Pertamina	67	27,34693878
	PT Telkom Indonesia	76	31,02040816
	PT TASPEN	25	10,20408163
	PT Pelabuhan Indonesia	18	7,346938776
TOTAL		245	100
Gender	Men	116	47,34693878
	Women	129	52,65306122
TOTAL		245	100
Domicile	Sumatera	20	8,163265306
	Jawa	126	51,42857143
	Kalimantan	81	33,0612245
	Sulawesi	10	4,08163265
	Nusa Tenggara	0	0
	Bali	8	3,265306122
	Maluku	0	0
	Papua	0	0

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Category	Item	F	PERCENT (%)
TOTAL	Others	0	0
		245	100
Age	20-25	19	7,755102041
	26-30	137	55,91836735
	31-35	76	31,02040816
	36-40	9	3,673469388
	>40	4	1,632653061
	TOTAL	245	100
Status	Married	245	100
	Unmarried	0	0
	TOTAL	245	100
Education Level	High School	5	2,040816327
	D3	11	4,489795918
	D4	5	2,040816327
	Bachelor (S1)	204	83,26530612
	Post-Graduate (S2/S3)	20	8,163265306
	TOTAL	245	100
Length of Service (Years)	1-5 Years	116	47,34693878
	6-10 Years	120	48,97959184
	11-15 Years	8	3,265306122
	>15 Years	1	0,408163265
	TOTAL	245	100
Division	Human Resources	37	15,10204082
	Finance	65	26,53061224
	Administration	13	5,306122449
	Technician	14	5,714285714
	Marketing	14	5,714285714
	IT	60	24,48979592
	Others	42	17,14285714
	TOTAL	245	100

Measurement Model

The suitability, validity, and reliability test results are as follows.

Table 2. Standardized Loading Factor, Construct Reliability (CR), and Average Variance Extracted (AVE) values on Overall Model Fit

Variable	Item	SLF	CR	AVE
Work-Family Conflict	My work takes up time that I should be spending with my family.	0,994	0,994	0,991
	The pressure to balance responsibilities at home and work often left me emotionally	0,995		

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Variable	Item	SLF	CR	AVE
Work Overload	exhausted. I cannot act the same way at home as at work.	0,998	0,975	0,955
	I do not have enough time to complete my work.	0,975		
	I feel that lack of time is often a barrier to effective work.	0,975		
	I feel constrained by limited resources when carrying out my work.	0,98		
	I felt I had too much work to handle in the available time.	0,979		
Job Stres	I feel like my job requires me to work very hard.	0,946	0,965	0,931
	I feel that my roles and responsibilities at work often conflict with each other.	0,975		
	I often feel that others expect more from my work.	0,877		
	I do not use the skills from my experience enough on the job.	0,963		
Turnover Intention	I have often thought about quitting this job in the past few months.	0,968	0,958	0,937
	I felt interested in finding an alternative job.	0,967		
	I often think about leaving this job.	0,97		

Based on Table 2, the validity and reliability test results show that the indicators of the model created meet the valid and reliable criteria. The existing indicators have standardized stress factors (SLF) above 0,05. These results indicate that all metrics are valid and adequate to measure the composition of the overall model generated. Construct Reliability (CR) test value <0,70. This finding that every instrument is trustworthy and capable of measuring the structure consistently across all constructed models.

Table 3. Goodness of Fit Index

A	Cut off Value	Results	
χ^2	Expected to be low	193,719	
Df		72	
χ^2 - Significance Probability	≥ 0.05	0.000	
CMIN/DF	≤ 3.00	2,691	Goodfit
RMSEA	≤ 0.08	0,083	Badift
RMR	$< 0,05$	0,5	Badfit

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A	Cut off Value	Results	
NFI	≥ 0.90	0,974	Goodfit
IFI	≥ 0.90	0,983	Goodfit
TLI	≥ 0.90	0,979	Goodfit
CFI	≥ 0.90	0,983	Goodfit

At Table 3, the model fit test is presented. It shows that the model fit requirements are accepted, and the fit can be stated. Five measures show good agreement. If there are 3-4 measures with a good level of agreement or above the cut-off value, the research model configuration can be declared adequate and acceptable.

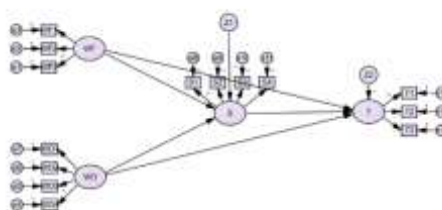


Figure 2. Full Model Testing

Hypothesis Test

The following is a presentation of the findings from the testing of the relationship between variables in the study structure used in this study.

Table 4. Hypothesis Testing

Hypothesis	Path	Estimate	S.E.	C.R	P
H1	Work-Family Conflict → Turnover Intention	0,339	0,053	6,372	***
H2	Work Overload → Turnover Intention	0,296	0,054	5,459	***
H3	Work-Family Conflict → Job Stress	0,341	0,051	6,725	***
H4	Work Overload → Job Stress	0,362	0,051	7,065	***
H5	Job Stress → Turnover Intention	0,192	0,063	3,039	0,002

Hypotheses are based on existing science. Work-family conflict has a significant positive impact on turnover intention. The t-value and p-value support the proof of the hypothesis. The work-family conflict variable has a t-value of 6.372, indicating that the gais is significantly higher compared to the 1.96 t-table value. The second hypothesis findings are likewise acknowledged. Work overload significantly and favourably affects turnover intention. The work overload variable on turnover intention has a t-value of 5.459, this indicates that the amount is more than the 1.96 t-table value. In the same way, the p-value represents a value below 0.05.

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In the third hypothesis, the variable work-family conflict on job stress is proven valid and positively and significantly impacted. The work-family conflict variable on job stress has a t-value of 6.725, showing that the obtained value is bigger than the t-table value of 1.96 and the p-value of less than 0.05. the fourth hypothesis yields outcomes that are likewise valid. Work overload positively and significantly affects job stress, with a t-value of 7.065, more bigger than the t-table value of 1.96. Likewise, the p-value shows a number less than 0.05. The fifth hypothesis yields valid results as well, as indicated by a t-value of 3.309, which surpasses the critical t-value from the t-table of 1.96, and p-value below 0.05.

In order to validate the indirect impact of the built-in mediating variable on the effect, the outcomes of the Sobel test are presented in Table 5

Table 5. Sobel Test – Mediation Significance

Hypothesis	Path	Sobel Test	
		t-State	P value
H6	WF-->S-->T	2,773	0,0055
H7	WO-->S-->T	2,8	0,0051

The Sobel test results for the sixth hypothesis was 2.773, along with a p-value of 0.005 as shown in Table 5. The statistical value of the Sobel test passes 1.96 and the corresponding p-value is less than 0.05. These results indicate an indirect effect between work-family conflict variables on turnover intention through job stress. Furthermore, in the seventh hypothesis, the Sobel test statistical value is 2.8 with a p-value of 0.005. the statistical value of Sobel's test is greater than the critical value from the t-table, which is 1.96, and less than the significance level, which is 0.05. the findings suggest that job stress mediates the indirect impact of the work overburden variable on turnover intention.

The Sobel test analysis is applied to examine the relationships between two independent variables and one dependent variable through the mediating variable of job stress. The findings indicate that job stress consistently establishes a connection between the aforementioned variables. This suggests that the mediating variable explains the relationships between the independent and dependent variables under study in significant ways.

Discussion

Research on the effect of work-family conflict and work overload on turnover intention with job stress as mediation in SOEs employees has positive and significant results in all variable relationships. Work-family conflict has direct implications for turnover intention. This finding has been confrimed by past academic research, which suggests that work-family conflict affects turnover intention. (Ke et al., 2019; Liu et al., 2020; Li et al., 2022; Putra, 2020; Rhee et al., 2020; Yildiz et al., 2021). It shows that employees are more likely to express an intention to quit their job when they face a higher level of work and family conflict. Work overload also has direct implications for turnover intention. This

statement is reinforced by the results of research [4], [14], [35], [52]. These results suggest that providing excessive workload can increase employees' desire to leave their jobs.

Work-family conflict in this study is also able to spur job stress. Research by (Dodanwala et al., 2022; Elahi et al., 2022; Jeon et al., 2022; Vickovic & Morrow, 2020; Zhou et al., 2022) also produces the same thing, namely the existence of conflicts caused by work and family can increase job stress in employees. A positive relationship also occurs between work overload and job stress. This result is supported by research [4], [45], [56], [57] which suggests a positive and significant influence. It is believed that work overload causes job stress when employees perceive an imbalance between the demands of their jobs and their ability to fulfil them. In this study, the mediating role of job stress variables, work overload, and work-family conflict on turnover intention demonstrates an indirect effect. This is supported by research [4], [9], [24], [46], [58] where work-family conflict and work overload can cause high levels of job stress in SOE employees which then contributes to their tendency to plan to leave the job. Additionally, job stress influences turnover intention in a positive way; that is, employees' intentions to depart the organisation increase in a direct correlation to the level of job stress they experience. This result is reinforced by previous research [38]–[40], [59], [60].

With the above research results, state-owned companies should emphasize the importance of properly managing work-family conflicts, reducing work overload, and managing employee work stress. Improving employee well-being and quality of life can help reduce turnover intention rates, affecting workforce stability and overall organizational performance. This research is expected to provide valuable insights for SOE management in designing policies and programs that support employee well-being and retention.

CONCLUSION

This study shows that work-life imbalance and high workload significantly contribute to SOE employees' intention to leave their jobs. Job stress mediating this relationship means that work-family conflict and work overload can increase job stress, which in turn increases employees' intention to quit. This result is also supported by previous studies that show similar results. The results of this study can have significant implications for society, especially for SOE employees and organizations that may be faced with the issues studied. SOEs can use the results of this study to improve their resource management policies and practices. Companies can consider solutions that effectively reduce work-family conflict and work overload and address work stress. These may include working time flexibility, managing task allocation, and stress management skills training. This applies not only to SOE employees but also to all career individuals. Future research focusing on the same variables and object relationships may consider using a larger sample outside the 5 SOEs studied in this study, more objective measurements, control of outside variables that may affect the results, and more sophisticated statistical modeling. Furthermore, to gain more comprehensive understanding of the personal experiences of SOE employees regarding

work-family conflict, work overload, job stress, and turnover intention in-depth qualitative research should be considered.

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