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The Relationship between Work-Family Conflict, Burnout, and Turnover Intention

Rahmah Putri Nuzlia Qurani
15512924
Faculty of Psychology, Gunadarma University
Jl. Margonda Raya No. 100 Pondok Cina, Depok, 16424, Indonesia
Email: rputrinq@gmail.com

ABSTRACT

Employees and the company are two things that cannot be separated, because it has a major role in the management of the company. Employees give all his strength and his mind to deliver the best, so it can compete with other companies. On the other hand employees also have a social life, moreover who are already married. They not only bear the burden for themself but also cultivated family (wife or husband, children and large families). This study aims to determine the relationship between work-family conflict, burnout and intention to change job (turnover). Respondents in this study were employees working at PT. X as many as 100 people. Researchers used the scale of conflict work-family which is based on the dimensions of the work-family conflict, a scale burnout are compiled based on the dimensions of burnout, and the scale of the intention to change job (turnover) which is based on components of the turnover intention. The results showed that there is a positive relationship between work-family conflict, burnout and intention to change job (turnover).

Keywords: ***work-family conflict, family-work conflict, burnout, turnover intention***

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PRELIMINARY

Moving work can occur in various organizations. Helen (2014) wrote on a financial website. Bisnis.com the results of a PricewaterhouseCoopers (PwC) Indonesia survey on 30 large banks spread across Indonesia, showing turnover in this sector reached 15%. The survey conducted by PwC Indonesia shows that human resources in the banking industry often move companies. As many as 54% of respondents moved for better benefits. While 37% of respondents said they were looking for other workplaces for career advancement. The research results also showed that 4% of respondents switched banks because they wanted challenges. While another 4% changed offices because they were not satisfied with their supervisor's leadership style. PwC claims the results of this survey illustrate 80% of banking industry assets in Indonesia.

The concept of work-family conflict is considered a problem that plays a role in work behavior. While conflict means gaps that occur for various reasons at the individual and organizational level, confrontation and disputes, when they exceed a certain point, they trigger emotional fatigue (burnout). Some research results suggest there is a direct influence of family-work conflict on the intention to resign. Meanwhile, other researchers found that the intention to resign was influenced by emotional fatigue. (tenaga, waktu, dan materi) dan

Departing from the findings above, the researchers want to examine the relationship between WFC and FWC to burnout and turnover intentions on employees.

Turnover Intention

The intention to resign referred to in this study is the desire of employees to quit their jobs and leave the organization both to get better jobs or other reasons. Mobley, Griffeth, Hand, and Meglino (1979) mention there are two components in the intention to resign, namely the intention to quit and intention to search components. These two components will be used to create a questionnaire or measure the turnover intention.

Intention to resign is a movement away from someone from his job, which shows that the costs incurred for the benefits of remaining in work (facilities, salaries, etc.) are perceived to be unbalanced (Semmer, Elfering, Baillod, Berset and Beehr, 2014). It has long been recognized that there are many reasons to stop. Not only are they pushed out of work because of unpleasant conditions, other than that, factors such as low job satisfaction or work commitment are also the reasons for the emergence of intentions to stop or the intention to move to an employee. Semmer, et al (2014) stated that there are several studies that concentrate more on the component of intention to quit (intention to quit), which is to conceptualize the change of work as withdrawal behavior which is seen based on the attitude towards current work.

Semmer, et al. (2014) describe the component of intention to find alternative jobs (intention to

search) that contains behaviors such as the desire to try something new, look for new challenges or other further possibilities. The desire to try something new aims to expand the skills, knowledge and abilities that are already owned by employees. This is not related to dissatisfaction at the current job or organization, but rather to the desire and intention of the employee to maximize the potential that exists.

There are several factors that influence employees to have the intention to resign, according to Aamodt (2010). First, the intention to resign cannot be avoided when employees are faced with urgent situations such as illness, death or family problems. Secondly, when the promotion opportunity is lacking, the individual intends to look elsewhere. Third, there is dissatisfaction, for example, when individuals have high social needs while current work is perceived as very little activity that involves contact with others, or when individuals need appreciation and recognition, and are not met by the organization. Fourth, work environment factors that are perceived as unfavorable, such as conflicts between co-workers or superiors, as well as conflicts between family and work (Alsam et al, 2013; Haar, 2004; Ozbag and Ceyhun, 2014). Fifth, when individuals feel that reality is not in line with expectations.

Burnout

Maslach, Schaufeli and Leiter (2001) define emotional fatigue (burnout) as a prolonged response to emotional and interpersonal stress at work. Emotional fatigue is different from depression, is a work-related problem and is more situational. However, research on Mete, Unal and Bilen (2014) shows that people who tend to be depressed also show emotional fatigue.

Maslach, Schaufeli and Leiter (2001) mention there are three dimensions of emotional exhaustion that are most common. First, fatigue (Exhaustion), characterized by a lack of enthusiasm and individuals feel that they are emotionally overweight and exhausted at work. Fatigue is a quality of the saturation center and the most obvious manifestation of emotional fatigue syndrome. When people describe themselves or others experience emotional fatigue they most often refer to the experience of lack of energy (Maslach, Schaufeli and Leiter, 2001). Strong identification of lack of enthusiasm with emotional exhaustion has led some to argue that two other aspects are not necessary.

Second, depersonalization. Depersonalization is an effort to make a distance between yourself and others who are associated with work, and actively ignore the quality that is owned. Individuals with depersonalization develop indifference to others.

Third, inefficiency (reduced personal accomplishment). The feeling of being unable to compare with the other two dimensions of

emotional exhaustion is somewhat more complex. The feeling of inadequacy is the tendency to evaluate yourself negatively, especially in relation to one's own work or when interact with clients or with people at work.

There are two factors that influence the occurrence of emotional fatigue, namely situational factors and individual factors (Maslach, Schaufeli and Leiter, 2001). Individual factors include demographic variables such as age or formal education, personality characteristics, and work-related attitudes. Organization and job characteristics and job demands are situational factors that affect emotional fatigue.

Work-Family Conflict

Family-work conflict is a conflict that occurs between two roles in which one of the roles dominates the other role in this case the role in the job dominates the role of the individual at home or vice versa Alsam, Imran, Anwar, Hamee and Kafayat (2013). There are two forms of family-work conflict. First, the role of work dominates the role of individuals in the family, this is called work-family conflict. Whereas when the role of individuals in the family dominates the role of the individual at work, it is categorized as work-family conflict.

Amstad, et al (2011) argue that family-work conflict is a problem that is often considered potential as a source of stress that can negatively affect individual behavior and well-being. The impact that can arise from this problem is categorized into three different categories. First, the impact of conflict relates to work, such as decreased job satisfaction and organizational commitment, increased intention to quit work, emotional exhaustion and high absenteeism, as well as the emergence of work-related tensions.

Second, the impact of the conflict relates to the family. such as decreased marital satisfaction and family satisfaction, and the occurrence of family estrangement. Third, conflict also has effects from both directions such as decreased life satisfaction, increased psychological distress, somatic complaints, depression, and illicit substance use or abuse.

RESEARCH METHODS

This study proposes a hypothesis that there is an influence of emotional exhaustion and family-work conflict directly and indirectly on the intention to resign, using the survey method. The study was conducted on 100 employees of PT. X in South Jakarta. PT. X is engaged in the concrete and construction industry.

There are three measuring instruments used in this study, namely the Turnover Intention scale, an adaptation of Mobley, Horner & Hollingsworth (1979). Work-Family Conflict scale, is an adaptation of the Work Family Conflict Scale prepared by Carlson, Kacmar and Williams (2000). Finally, the Burnout scale, the

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Burnout Scale adaptation compiled by Maslach and Jackson (1981).

The Job Moving Intention Scale (GPA) consists of nine items that are declared good with a range of correlation of 0.560 - 0.782 and the reliability value is 0.916. The Work-Family Conflict Scale consists of 28 items with a range of correlation coefficients for the WFC scale is moving from 0.448 - 0.795 and its reliability is 0.949. The scale of family-work conflict has 28 items with the correlation coefficient value moving from 0.491 to 0.819 and the reliability for the FWC scale is 0.960. The burnout scale consists of 22 items that are stated to be good with a correlation value range of 0.338-0.778 and the reliability value is 0.931.

After the measuring instrument is declared feasible based on the value of validity and reliability, then obtaining the data is processed by correlational analysis using SPSS 20.0 For Windows program using Pearson Product Moment correlation technique.

RESULT AND DISCUSSION

Tabel 1. Hasil Uji Hipotesis

Variabel	Sig	r	Keterangan
WFC and *Burnout*	0,001	0,737**	There is a very significant positive relationship
Burnout and Turnover Intentions	0,001	0,628**	There is a very significant positive relationship
WFC and Turnover Intentions	0,001	0,437**	There is a very significant positive relationship
FWC and *Burnout*	0,001	0,811**	There is a very significant positive relationship
FWC and Turnover Intentions	0,001	0,530**	There is a very significant positive relationship

Based on the results of the above calculations with two-tailed bivariate techniques and tested the relationship with Product Moment Pearson Coefficient Coefficient This shows that the hypothesis of this study is accepted, namely there is a very significant relationship between work-family conflict, burnout, and job transfer intention. This relationship has a positive direction, meaning that the higher the conflict experienced, the level of fatigue is also increasing, the higher the inability to move employment with employees, and vice versa..

This research was conducted on employees of companies engaged in concrete construction. Researchers have taken control of the possible variables that will influence the results of research such as gender, years of service, and age,

The existence of role conflict that is faced by individuals, related to the role of individuals in work and in the family, creates emotional exhaustion but does not directly cause the intention to resign. This indicates that when individuals feel there are problems related to the division of roles in work and family, and the individual can overcome them, then he will not have the intention to resign. Meanwhile, when individuals feel there is a conflict related to the role at work and in the family, and cannot overcome effectively, it will experience emotional exhaustion.

Emotional fatigue is what triggers the intention to resign. This finding also indicates when an individual is able to overcome emotional fatigue at work, it will not have the intention to resign.

SUGGESTION

Labor competition is getting tighter, especially in the era of MEA (Asian Economic Community). Therefore, it is necessary for productive individuals who are able to overcome various problems faced. The magnitude of the effect of emotional fatigue and family-work conflict on the intention to resign, implies the need for individual mentoring programs to improve individual abilities and skills to overcome emotional fatigue and family-work conflict. Today there is a human resources management program known as the Employee Assistance Program. This program should be designed in such a way, according to individual needs and conditions.

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