

The Impact of Work Family Conflict, Role Conflict, and Burnout on Intention to Quit of Female Employees

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ABSTRACT

This study was conducted to determine the effect of work family conflict, role conflict and burnout on the Intention to quit female employees in the Village Credit Institute (LPD) of Gianyar Regency. The samples used was 90 female employees in 270 LPDs of Gianyar Regency. By using multiple linear regression analysis techniques, the results obtained are work family conflict and role conflict have a positive effect on intention to quit, but burnout does not affect the intention to quit female employees in LPDs of Gianyar Regency. The research implication is that the higher work family conflict and the role conflict of female employees in their work, the higher the desire for female employees to leave their work.

Keywords: burnout, intention to quit, role conflict, work family conflict

INTRODUCTION

Gianyar Regency has the second highest number of Village Credit Institutions (LPDs) in the Province of Bali, totaling 270 LPDs. According to the Bali First Level Regional Regulation No. 2 of 1988, the Village Credit Institution (LPD) is a name for a savings and loan business owned by indigenous villages in the Province of the First Level Region of Bali and is a means of rural people's economy. As an economic tool for rural communities, of course, LPDs must also maintain the effectiveness and efficiency of their organizations. One important factor that drives in maintaining the effectiveness, efficiency and stability of LPD, is the Intention to quit from its employees. Intention to quit is the entire withdrawal action taken by employees to leave the organization and the desire to find other employee alternatives. If the intention to quit from LPD employees is very high, it can have a negative impact on the stability or uncertainty of labor and increase the cost of human resources. This will occur because the recruitment and training costs that have been invested are wasted because the employees who have been recruited have moved to other companies. In addition, the high intention to quit also results in an ineffective organization, such as a company that will lose experienced employees and need to retrain new employees.

Female employees will have a more dominant intention to quit compared to male employees, because most women consider employees to be only on the side, and female employees will prioritize household or other social activities. This is what the LPDs in Gianyar Regency need to pay more attention to, considering the number of female employees in the Gianyar Regency LPD is more than the male employees. Female employees in the Gianyar regency LPD are 864 people and 770 men

(LPLPD, 2018). Of course, if the LPD female employee in Gianyar Regency has a high level of intention to quit, it will have a real effect and serious problems for the LPD. Intention to quit from LPD female employees in Gianyar Regency can be caused by several individual factors such as work family conflict, role conflict and burnout.

According to Jones, et al (2010), work family conflict will occur when an employee has difficulty in dividing the time between employee demands and family demands. Work family conflict can occur in both men and women, but in several studies it is known that the level of work family conflict in women is higher than that which occurs in men. This can happen because women see the family as its main obligation so that women will emphasize their role as parents rather than as female employees. Women's employee activities will begin to interfere with their household responsibilities when a woman who works brings home employees to be completed at home to sacrifice family time for the demands of her employees. Mubassyir and Herachwati (2014) in their research also mentioned that working women face conflicting roles as career women and housewives. If the conflict continues it will result in low commitment to the organization, so that employees will have more intention to quit their employees (Wulansari, 2017).

In addition to work family conflicts, intention to quit can also be caused by role conflict in an employee in an organization (Jones et all, 2010). According to Lhutan (2010), role conflict is a conflict that occurs because of the demands of its role, without the other roles being ignored. Meanwhile, according to Gibson, et all (2010) role conflict occurs because of the demands of two or more and the fulfillment of their needs obstructing one another. When someone feels different demands in their employees, that person can be said to experience a role conflict. It can be concluded that, role conflict is a mismatch of a series of demands / expectations and the fulfillment of these demands will prevent the fulfillment of other demands. When an employee is unable to manage this conflict, it will cause conflicts within oneself that will cause stress or even a tendency to have the desire to quit or intention to quit from the company.

Burnout is one of the factors that will make an employee have a desire to quit or intention to quit from the company. Burnout occurs as a result of physical, mental and emotional exhaustion as a manifestation of stress. Prolonged burnout conditions will encourage higher levels of employee dissatisfaction in the company, so that it can trigger employees to have a tendency to quit or intention to quit their employees. A high level of intention to quit in a company can disrupt the activities and productivity of the company and can create instability and uncertainty about working conditions (Witasari, 2009). Based on the description, the purpose of this study is to determine the effect of work family conflict, role conflict and burnout on the intention to quit female employees in Gianyar Regency LPD.

Literature Review and Hypotheses

Intention to quit

Intention to quit is also a form of employee detection related to behavior for the desire to move to another organization. According to Gibson, et all (2010) there are several factors that drive intention to move, such as the labor market, salary, organizational atmosphere, competence, supervision, and individual traits that include intelligence, past experience, and age. An organization that has a high level

of intention to quit, indicates that employees are uncomfortable in the organization. When viewed from a financial point of view, the organization is too wasteful, because the organization spends a lot of costs related to employee recruitment and development costs. The intention to leave is considered the most effective way to measure the stability of an organization, because it is a reflection of an organization's performance.

Hypotheses

Effect of work family conflict on intention to quit

Based on work-family conflict, someone who has long working hours will find it difficult to balance the demands on work and family so that pressure or stress arises in him and have an impact on decreasing job satisfaction and intention to quit to move from the organization (Amelia, 2010). This conflict occurs when participation in work roles and family roles are incompatible with one another. Research conducted by Wulansari (2017), Muhdiyanto and Mranani (2018) states that work family conflict has a positive effect on intention to quit. The higher the perceived conflict, the higher one's desire to leave the company. Based on this explanation, the following hypothesis is formulated.

H1: work family conflict has a positive effect on intention to quit.

Effect of role conflict on intention to quit

According to Jones, et all (2010), role conflict influences exit intentions. When conflicting roles are high, a person will experience high feelings of turmoil and even have behaviors that are not always true in the organization. Through these circumstances, of course, comfort in the organization will be disturbed, so that employees often show the organization into negative things, such as the desire to move. Research conducted by Muhdiyanto and Mranani (2018) shows that role conflict has a positive effect on intention to quit. Referring to the concept of the theory and the results of the research, the following hypothesis is formulated.

H2: Role conflict has a positive effect on intention to quit.

Effect of burnout on intention to quit

Lhutans (2010) states that, burnout is a state of stress experienced by individuals in a long period of time and with a high enough intensity, characterized by physical, mental, and emotional exhaustion, as well as low self-esteem that results in individuals feeling separated from their environment. Burnout also impacts organizations such as intention to quit. When an individual's burnout is high, the intention to quit is also high or vice versa. The results of research conducted by Wulansari (2017), Muhdiyanto and Mranani (2018) concluded that burnout has a positive effect on intention to quit. Referring to the concept of the theory and the results of the research, the following hypothesis is formulated.

H3: Burnout has a positive effect on intention to quit.

RESEARCH METHOD

This research was conducted on women employees of Village Credit Institutions (LPD) located in Gianyar Regency. Data collection techniques in this study used a questionnaire that is a list of statements addressed to respondents in this study to obtain answers to all variables to be tested. Measurement of the variables of this study uses a five-point Likert scale. Scale 1 means strongly disagree, scale 2 means

disagree, scale 3 means neutral, scale 4 means agree and scale 5 means strongly agree. The variables to be analyzed in this study are defined as follows:

1. Work Family Conflict

Natemeyer et al, in Janeet al., (2008) explained that work family conflict can be interpreted as a form of conflict where the general demands, time and tension arising from their role as employees interfere with responsibilities in their roles to the family. When an employee has a mismatch of roles between work and family, it is often referred to as work family conflict.

2. Role Conflict

Role conflict can occur because of the demands of two or more and the fulfillment of their needs to obstruct one another (Gibson et al, 2010). When someone feels different demands in their work, that person can be said to experience a role conflict.

3. Burnout

According to Lhutans (2010) burnout is a prolonged stress from the individual and trying to understand his personal values. There are five dimensions of burnout, namely physical fatigue, emotional exhaustion, mental fatigue, low self-esteem, and personalized. Burnout is usually experienced by employees who have high intensity and are associated with heavy pressure.

4. Intention to Quit

According to Gibson, et all (2010) there are several factors that drive intention to move, such as the labor market, salary, organizational atmosphere, competence, supervision, and individual traits that include intelligence, past experience, and age. In addition, the intention to leave is also a form of evaluation of an employee related to sustainability in an organization (Carmeli, 2006).

The population of this research is all female employees / employees who are in the Village Credit Institution (LPD) of Gianyar Regency, as many as 864 female employees. By using the Slovin formula, the samples examined in this study were 89.6 (rounded up 90) female employees. The sampling method is proportional stratified random sampling method. Sampling in this study can be seen in table 1 below:

Table 1: Research Samples

No	Districts	Female Employees	Sample
1.	Blahbatuh	106	$(106/864) \times 90 = 11,04 = 11$
2.	Gianyar	125	$(125/864) \times 90 = 13,02 = 13$
3.	Payangan	72	$(72/864) \times 90 = 7,49 = 8$
4.	Sukawati	144	$(144/864) \times 90 = 15$
5.	Tampaksiring	85	$(85/864) \times 90 = 8,85 = 9$
6.	Tegalalang	137	$(137/864) \times 90 = 14,27 = 14$
7.	Ubud	195	$(195/864) \times 90 = 20,31 = 20$
Jumlah		864	90 orang

Source: LPLPD Gianyar Regency, 2019

The analysis technique used is multiple linear regression analysis that aims to find out or get a picture of the effect of each independent variable on the dependent variable. The equation of the regression model is:

$$IQ = \alpha + \beta_1 WFC + \beta_2 RC + \beta_3 BO + e \dots\dots\dots(1)$$

Note:

- IQ = Intention to Quit
- α = Constant
- β_i = Logit Regression Coefficient
- WFC = Work Family Conflict
- RC = Role Conflict
- BO = Burnout
- e = error term

RESULTS AND DISCUSSION

Questionnaires distributed were as many as 100 questionnaires to LPD female employees in each district in Gianyar Regency. The total questionnaires returned and fully filled were 90 questionnaires, so the response rate was 90 percent. The results of the test instruments on the 90 questionnaires that have been carried out obtained that all statements of the questionnaire used in the study were declared valid and reliable. Based on the results of the classic assumption test it was also found that this research model had passed the classic assumption test. The research data is normally distributed, free from the symptoms of multicollinearity and heteroscedasticity. The results of testing multiple regression models with SPSS on work family conflict, role conflict and burnout variables against intention to quit can be seen in table 2 below.

Table 2: Results of Multiple Linear Regression Analysis

Variabel Independen	Koefisien Regresi	t-hitung	Signifikansi
(Constant)	16,807	6,887	0,000
<i>Work Family Conflict</i>	0,293	2,772	0,007
<i>Role Conflict</i>	0,241	2,018	0,047
<i>Burnout</i>	0,018	0,164	0,870
F hitung	7,480		
<i>R square</i>	0,207		
<i>Sig F</i>	0,000		

Source: Result Data Processing, 2019

Based on table 2 it can be seen that the calculated F value of 7,480 with a significance level 0,000. This shows that work family conflict, role conflict and burnout together influence the intention to quit LPD female employees in Gianyar Regency. Based on table 2 can be known the value coefficient of determination (R square) of 0,207, which means that 20,7% of variations in intention to quit LPD female employees in Gianyar Regency can be explained by the three independent variables consisting of work family conflict, role conflict and burnout, while the rest 79,3% variation of intention to quit is influenced by other variables not included in the research model. Based on the results of data analysis, it can be seen the regression equation in this study, namely:

$$IQ = 16,807 + 0,293 WFC + 0,241 RC + 0,018 BO$$

Based on equation and table 2 above, it can be seen that:

- a) Work family conflict (WFC) variable has a positive effect on the intention to quit (IQ) of female employees with a significance value of 0,007 which is smaller than 0,05 and a regression coefficient value of 0,293.

- b) The variable role conflict (RC) has a positive effect on the intention to quit (IQ) of female employees with a significance value of 0,047 which is smaller than 0,05 and a regression coefficient value of 0,241.
- c) Burnout variable (BO) does not affect the intention to quit (IQ) female employees with a significance value of 0,870 which is greater than 0,05 and a regression coefficient value of 0,018.

Discussion

Effect of work family conflict on intention to quit

The results showed that work-family conflict had a positive effect on intention to quit. This means that the first hypothesis (H1) which states that work family conflict has a positive effect on intention to quit is accepted. This indicates that high work family conflicts have an important role in the intention to quit female employees in LPD in Gianyar Regency. The higher the conflict felt by female employees in LPD in the Regency of Gianyar, the higher the desire to leave the LPD where she worked. This conflict occurs when participation in work roles and family roles are incompatible with one another. While women employees in LPD in Gianyar Regency find it difficult to balance demands between work and family, which results in decreased job satisfaction, so they will desire to leave their jobs. Gianyar Regency is very rich in traditional values, which until now is still very much developing the tradition of mutual cooperation (ngayah) in traditional and religious ceremonial activities. Women employees in Gianyar will often be licensed to work to be able to carry out a series of traditional and religious ceremonies. If the work takes up too much time and interferes with activities in the family, women employees will prefer to leave the job. Female employees will have a more dominant intention to quit because most women consider work only as a side job, and female employees will take precedence over household care or other social activities.

Effect of role conflict on intention to quit

The results showed that role conflict had a positive effect on intention to quit. This means that the second hypothesis (H2) which states that role conflict has a positive effect on intention to quit is accepted. If the LPD female employees in Gianyar Regency has a job role that is not in accordance with her, then the tendency will lead to high inner conflict and even lead to behavior that is not always true in the LPD. Through these circumstances, of course comfort in the organization will be disturbed, so employees will often show negative things in the organization where they work. This will encourage women employees to think in contexts that are not in accordance with organizational regulations such as the intention to leave their work. The results of this study are in line with the results of research conducted by Muhdiyanto and Mranani (2018) which shows that role conflict influences intention to quit.

Effect of burnout on intention to quit

The results showed that burnout had no effect on intention to quit. This means that the third hypothesis (H3) which states that burnout has a positive effect on intention to quit is rejected. This indicates that the high or low burnout of Gianyar LPD female employees will not affect the intention to quit of the female employees. The work done by women employees in LPD Gianyar is not so heavy, so physical, mental and emotional exhaustion is rarely felt by these women employees and certainly will not make them think about quitting work or leaving their jobs. A comfortable and very conducive work environment is also a factor that influences burnout, which

cannot influence the desire of female LPD Gianyar employees to quit their jobs. The burnout that is sometimes felt by LPD female employees in Gianyar Regency can be overcome well, because they can react positively to their environment, both within the work environment and the outside environment. The results of this study contradict the results of research conducted by Wulansari (2017), Muhdiyanto and Mranani (2018) which states that burnout has a positive effect on intention to quit.

CONCLUSIONS

Based on the results of the analysis and discussion in the previous chapter it can be concluded:

1. Work family conflict has a positive effect on the intention to quit female employees in LPD in the Regency of Gianyar.
2. Role conflict has a positive effect on the intention to quit female employees in LPD in the Regency of Gianyar.
3. Burnout does not affect the intention to quit female employees in LPD in the Regency of Gianyar.

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