



Inter-Role Conflict and Intention to Quit with Psychological Strain as a Mediator

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ABSTRACT

Researches on inter-role conflict between work and family were initially carried out in developed countries with individualistic cultures based on western cultural contexts. However, currently, there has been an increasing number of researches on the same topic conducted in Asian countries with its collectivistic cultural contexts. One of the direct consequences of Work-family conflict is the emergence of psychological strain, thus leading to the intention to quit. This study examines the effect of work-family conflict and family-work conflict on the intention to quit working with the mediating role of psychological strain. The research was conducted on 270 employees of Rural Bank in Indonesia, a country with collectivistic culture. Data were analyzed using the Structural Equation Modeling method. Work-family conflict has a direct effect on intention to quit, as well as an indirect effect mediated by psychological strain. Psychological strain has a direct effect on intention to quit. Family-Work conflict had an indirect effect on intention to quit, mediated entirely by psychological strain. Psychological strain has mediated the effect of Work-family conflict and Family-work conflict on Intention to quit.

Keywords: Work-family Conflict, Family-work Conflict, Intention to Quit, Psychological Strain

JEL Classifications: M12, M54, O15

1. INTRODUCTION

Work and family are two important entities to be managed properly. Both of these domains demand a thorough individual involvement, since they may lead to inter-role conflict. Work-family conflict is a type of inter-role conflict since the demands of roles of one domain (work or family) do not match the demands of roles of other domains (family or work). Work-family conflict refers to the extent to which work and family roles interfere with each other, occurring when the demands of one role affect a person's ability to meet the demands associated with the other role (Greenhaus and Beutell, 1985). Kahn et al. (1964); Greenhaus and Beutell (1985) examined work-family conflict as a single dimension although their definition implies a two-way relationship (Allen et al., 2000). In subsequent developments, it was found that work-family conflict consists of two different forms related to the role conflicts resulted not only on how work interferes

with the family, but also on how the family interferes with work (Netemeyer et al., 1996). Likewise, Frone et al. mentioned that dual role conflict can occur in two directions: either work that interferes with family or family that interferes with work (Frone et al., 1997).

One of the consequences of work-family conflict is the intention to quit working (Nohe and Sonntag, 2014; Billing et al., 2014). Work-family conflict is a predictor of intention to quit (Rode et al., 2007). Intention to quit is defined as an employee's plan to leave his current job as a way to find another job in the near future (Masroor and Fakir, 2010). Work-family conflict contributes to the employees' intention to quit working (Sidin et al., 2015). A research conducted by Spector et al. compared work-family conflict on employee turnover intentions in two different cultures: individualist and collectivist culture (Spector et al., 2007). It was revealed that work-family conflict has a positive and significant effect on employee

turnover intentions in both cultures, with stronger impact in Anglo individualistic countries than that in collectivist countries, such as Asia, Eastern Europe, and Latin America. Zhang et al. found that work-family conflict is not associated with turnover intention for Chinese managers (Zhang et al., 2012). Chen et al. who examined the relationship between work-family conflict and intention to quit among hotel employees in China and the US demonstrated that work-family conflict is positively related to intention to quit. The relationship between the two is stronger among female employees in China than that in the US (Chen et al., 2018).

The inconsistency in these findings urges the researchers to conduct a research related to the effect of work-family conflict on employees' intention to quit working in collectivist cultures, by focusing on two forms of conflict: Work-family conflict and Family-work conflict with the mediating variable of psychological strain based on the standing ground that the greater the prevailing conflict, the greater the psychological burden of a person, which will eventually result in the intention to quit.

The literature review denotes that correlation between work-family conflict (WFC) and the intention to quit has been widely explored by researchers, especially in Western societies. This study deems it necessary to examine the relationship between work-family conflict and the intention to quit work as mediated by psychological strain (Sundari et al., 2017).

2. LITERATURE REVIEW AND HYPOTHESIS FORMULATION

2.1. Theoretical Basis

Researchers use the theory of conservation of resources to explain why work-family conflict affects psychological strain and subsequently affects the intention to quit working. Conservation of Resources (COR) theory proposes that individuals are motivated to acquire or retain resources. This theory denotes that a loss of resources will result in stress, while a profit will result in eustress, such as well-being (Hobfoll, 1989).

Inter role conflicts may lead to stress due to lost resources in the process of combining the two roles, namely work and family. This theory states that time and energy are expendable commodities (Grandey and Cropanzano, 1999). COR theory asserts that once used, the time and energy owned is no longer available to complete other tasks, either in the same domain, or in a different domain. Thus, the high demands and expectations in one role (e.g. work), will lead to diminishing availability of resources for other roles (eg family), because the amount of time and energy of an individual's remains constant.

2.2. Work-Family Conflict

Kahn et al. (1964) defined work-family conflict as a dual role conflict commonly experienced by employees. Work-family conflict occurs when the demands of one role affect a person's ability to meet the demands of the other role. Work-family conflict constitutes three aspects, namely: Time based conflict, Behavior based conflict, and Strain based conflict (Greenhaus and Beutell, 1985).

Netemeyer et al. (1996) revised the definition of Kahn et al. (1964), also Greenhaus and Beutell (1985) by proposing two specific terms and definitions: Work-family conflict and Family-work conflict (Netemeyer et al., 1996). Dual role conflict can occur in two directions: work family conflict as a type of inter-role conflict where a person is unable to fulfill responsibilities in the family owing to the demands, time allocation, and stress/tension created by work, and family work conflict as a type of inter-role conflict in which a person is unable to fulfill responsibilities at work by reason of general demands, time allocation and stress/tension created by the family domain (Frone et al., 1997).

The consequences of WFC can be classified into three categories: those related to work, non-work, and stress. Job consequences consists of job satisfaction, organizational commitment, intention to quit, absenteeism, job performance, career satisfaction, and career success. Non-work consequences incorporates life satisfaction, marital satisfaction, family satisfaction, family free time, and family performance. Stress consequences covers general psychological health, somatic/physical indications, depression, alcohol abuse, fatigue, work stress, and family stress. The results showed that the intention to quit is the variable mostly related to WFC (Burhanudin et al., 2016).

2.3. Intention to Quit

Intention to quit is defined as an employee's plan to leave his current job to find another job in the near future (Masroor and Fakir, 2010). Intention to quit is the employee's desire to quit from his current job. Previous researches revealed that WFC and FWC were positively and significantly correlated with ITQ (Ajaz et al., 2015). Turnover intention can be defined as an employee's intention to leave their organization. Several other terms are used interchangeably with the term turnover, such as quits, attrition, exits, mobility, migration, or succession (Alniacik et al., 2013).

Resigning from work can be seen as a coping reaction in response to inappropriate work and family demands. In particular, when an employee experiences WFC, he or she may tend to quit and look for a new, more family-friendly job to eliminate the occurrence of WFC (Nohe and Sonntag, 2014). Similarly, when an employee's family responsibilities interfere with job assignment (FWC), he or she may perceive quitting as a means to reduce FWC and to better fulfill family obligations (Boyar et al., 2003). Meta-analyses in cross-sectional studies generally support a positive relationship between WFC and FWC with intention to quit (Allen et al., 2000; Amstad et al., 2011).

Several studies on the effect of inter-role conflict in collectivist countries yielded different findings. Research on doctors in China found that WFC had an effect on intention to resign (Lu et al., 2017). Research on employees of various industrial sectors in India found that FWC contributed more to resignation intention than WFC (Aboobaker et al., 2017). Meanwhile, research on bank employees in India found that FWC had no effect on resignation intentions while WFC had a positive effect on resignation intentions (Aboobaker and Edward, 2020). Thus, the first and second hypothesis are written as follows:

Hypothesis 1: Work-family conflict has a positive effect on Intention to quit.

Hypothesis 2: Family-work conflict has a positive effect on Intention to quit.

2.4. Psychological Strains

Work-family conflict allows a rapid response within the individual, which results in tension, either psychologically or physiologically. Strains are psychological, behavioral, and physiological reactions to environmental demands, threats, and challenges (i.e. stress) and embrace various responses, such as fatigue, depression, and headaches (Thomas and Ganster, 1995). Psychological stress is frequently mentioned, for example in the form of: emotional exhaustion and irritation, anxiety and depression, and general psychological stress (Nohe et al., 2015).

There have been many studies to examine the relationship between work-family conflict and psychological strain (Allen et al., 2000; Amstad et al., 2011). Strain is a dangerous condition and usually has a bad impact on the individual who suffers from it. Strain is an individual's psychological, physical, and behavioral response to a stressor. Strain is experienced when a person's perceived environmental demands or constraints exceed his resources or capacities. Psychological strain, or emotional exhaustion, is considered a core dimension of stress-induced fatigue (Tromp et al., 2010). The most popular interpretation assumes that both forms of work-family conflict precede strain. Studies have consistently found positive simultaneous correlations between WIF and FIW and strain (Amstad et al., 2011).

Hypothesis 3: Work-family conflict has a positive effect on Psychological strain.

Hypothesis 4: Family-work conflict has a positive effect on Psychological strain.

There are many models in the literature that assume that work-family conflict affects strain, for example (Frone et al., 1992; Frone et al., 1997), but they do not recognize the potential influence of strain on work-family conflict. Nohe et al. revealed a reciprocal relationship between the two forms of work-family conflict and strain by extending the existing model to take into account the reciprocal effects (Nohe et al., 2015). Researchers aiming to build future models of work-family conflict and strain are expected to explicitly acknowledge reciprocal effects. Thus, this study proposes a model that correlates between Psychological Strain with Intention to quit, which was proven to be one of the consequences of work-family conflict.

Hypothesis 5: Psychological strain has a positive effect on Intention to quit.

2.5. Mediating Role of Psychological Strain on the Effect of Work-family Conflict and Family-work Conflict on Intention to Quit

Billing et al. who examined the effect of Work-family conflict on Intention to quit with Psychological strain as a mediator found that psychological strain partially mediates the relationship between

work-family conflict and intention to quit. This results were found to be true in the five countries studied: the United States, Canada, India, Indonesia, and South Korea (Billing et al., 2014). Psychological strain in this research model is a direct effect of work-family conflict, which in turn will lead to a detrimental effect of the intention to quit.

Referring to the research of Billing et al. this study aims to develop a model of the effect of work-family conflict on the intention to quit with the mediating role of psychological strain, given the assumption that prior to making a decision to quit working, an employee who experiences work-family conflict will suffer from unbearable psychological strain. The greater the conflict experienced, the greater the psychological burden, which eventually will result in the intention to quit. Psychological strain in this research model is a resulted from a direct influence of work-family conflict and family- work conflict, which in turn has an impact on the intention to quit working.

Hypothesis 6: Psychological strain plays a role in mediating the positive effect of work- family conflict on Intention to quit.

Hypothesis 7: Psychological strain plays a role in mediating the positive effect of work- family conflict on Intention to quit.

3. RESEARCH METHODS

3.1. Population and Sample

This study involved 558 permanent employees of Bank BPR (Rural Banks), particularly in the working area of BPR-BKK Purwokerto with Banyumas Regency area, Bank BPR-BKK Purbalingga with Purbalingga Regency, and Bank BPR-BKK Mandiraja with Banjarnegara Regency area as the research population. Bank employees of BPR- BKK were selected as the research population because bank employees are prone to a family-work conflict since they are fully in charge of their task that requires full attention, and long and inflexible working hours. Research samples were selected by purposive sampling method Sekaran (2000) based on several criteria: married/ever married employees, being in a household with dual earner or single parent, and having children under their responsibility (children are unmarried and not working). The questionnaire given to the research sample was 283 employees from the three BPR-BKK, but which could be analyzed were as many as 270.

3.2. Variable Measurement

A scale of 1 to 6 was used to collect data with 6 indicating the strongest agreement.

3.3. Work-family Conflict (WFC)

The indicators used in the study aim to identify three types of Work-family conflict as measured by 9 questions. This measurement was developed by (Carlson et al., 2000).

4. FAMILY-WORK CONFLICT (FWC)

The indicators used in the study identified three types of Family-work conflicts as measured by 9 question items. This measurement was developed by (Carlson et al., 2000).

4.1. Intention to Quit

To measure the desire to quit working, 4 indicators are used (Alniacik et al., 2013).

4.2. Psychological Strain

To measure psychological tension, 4 indicators are used: (Wan and Martin, 2006).

4.3. Analytical Method

4.3.1. Confirmatory factor analysis (CFA)

CFA or factor analysis is used to test the theoretical construct dimension or to test the validity of a theoretical construct. Validity refers to the proper ability of indicators as a tool to measure constructs or variables (Tjahjono, 2021). In testing using CFA, the indicator is considered valid if it generates the loading factor of 0.50.

4.3.2. Reliability test

Reliability test aims to measure the trustworthy or reliability extent of a measuring instrument. The generally accepted level of reliability is indicated by the value of CR (Construct Reliability) of >0.70 . In addition, the reliability test can be further strengthened by the measurement of the mean VE (Variance Extracted). The generally accepted measurement of the mean VE is >0.5 , (Ghozali, 2014).

4.3.3. Hypothesis testing

Hypothesis testing was carried out with a Structural Equation Modeling approach using AMOS version 22. This study used a significance level of (α) 5% (Ghozali, 2014).

5. ANALYSIS AND DISCUSSION

5.1. Validity and Reliability Tests

The CFA analysis revealed that the overall indicator has a loading factor value of ≥ 0.5 . From this result, all indicators are declared valid. The CR and VE analysis indicated that all variables have Construct Reliability values of >0.70 and Variance Extracted of >0.5 . From these results, it is conclusive that all variables are declared reliable.

5.2. SEM Assumption Evaluation

SEM constitutes of four assumptions: number of samples, outliers, normality and multicollinearity. The following is an evaluation of SEM assumptions:

5.2.1. Number of samples

The number of respondents who were free from outliers amounted to 265 respondents. This number has met the criteria for using the SEM testing method, since the minimum number of samples needed for SEM testing is 100-200 samples or the number of indicators multiplied by 5-10.

5.2.2. Outliers test

The results of the outlier test show that there is no data that exceeds the number 54,051 at the mahalanobis distance value. Therefore, it can be concluded that there are no outliers.

5.2.3. Normality test

The distribution of data is said to be normal at a significance level of 0.01 if the critical ratio (c.r) for skewness or for kurtosis is no more than ± 2.58 . From the normality test using univariate analysis, it was revealed that most of data were not normally distributed because the resulting c.r value was greater than the provision of ± 2.58 . Similarly, the multivariate normality test indicated that the value of c.r. was greater than ± 2.58 . Thus, the data were not distributed normally. However, by referring to Hair, et. al. (2006), the data that has exceeded 200 is assumed to be normally distributed.

5.2.4. Multicollinearity test

Multicollinearity and singularity are indicated by determinants of the extremely small sample size of covariance matrix that is close to zero (Ghozali, 2014). The multicollinearity test produces the output determinant value of the covariance matrix of Thus, multicollinearity and singularity do not occur because the determinant value of the covariance matrix sample is very small or close to zero (Ghozali, 2014).

5.3. Evaluation of Goodness of Fit Index

Before presenting the goodness of fit index, the following Figure 1 presents the full initial model of the study with valid items.

Once the SEM assumption is met, the subsequent step is testing using multiple conformity indices to measure the "truth" of the proposed model. This test is known as the goodness of fit test. The results of the fit test showed that the level of goodness of fit in the model was CFI, TLI, NFI, IFI, RMSEA, and RMR. While those that do not fit in the model are: Chi Square, Significance Probability, CMIN/DF, GFI and AGFI.

5.4. Hypothesis Test

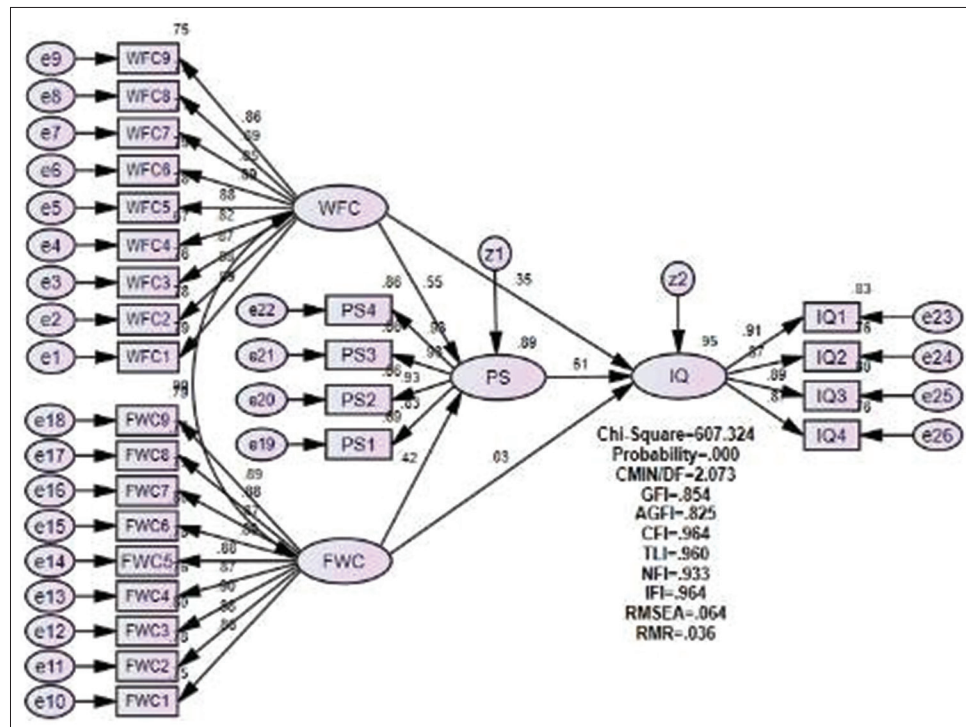
The results of the hypothesis test in this study refer to items that have met the validity and reliability tests and data that have been free of outliers. Hypothesis will be supported if the value of $P < \alpha 0.05$ (Table 1).

The test results indicate that:

The effect of Work-Family Conflict (WFC) on Intention to quit (IQ) was supported ($\beta = 0.392$, $P = *** (0.001) < 0.05$). The effect of Family-Work Conflict (FWC) on Intention to quit (IQ) was not supported ($\beta = 0.040$, $P = 0.629 > 0.05$). The effect of Work-Family Conflict (WFC) on Psychological strains (PS) was supported ($\beta = 0.509$, $P = *** (0.001) < 0.05$). The effect of Family-Work Conflict (FWC) on Psychological strains (PS) was supported ($\beta = 0.413$, $P = *** (0.001) < 0.05$). The effect of Psychological strains (PS) on Intention to quit (IQ) was supported ($\beta = 0.721$, $P = *** (0.001) < 0.05$).

The test revealed that:

The effect of Work-Family Conflict on Intention to quit through the mediating role of Psychological strains was supported. The test was carried out by comparing the Standardized Direct Effect value of 0.355 with the Standardized Indirect Effect value of 0.332, while still referring to either the significance or insignificance of the direct effect of exogenous variables on the mediating variable

Figure 1: Full model of structural equation modelling**Table 1: Hypothesis test results**

	Estimate	S.E.	C.R.	P	Description
WFC → IQ	0.392	0.087	4.531	***	Supported
FWC → IQ	0.040	0.083	0.483	0.629	Not Supported
WFC → PS	0.509	0.067	7.587	***	Supported
FWC → PS	0.413	0.072	5.743	***	Supported
PS → IQ	0.721	0.110	6.542	***	Supported

***P<0.05. Source: Processed Data 2020

and the direct influence of the mediating variable on endogenous variables (Table 2). These results delineate that the Direct Effect value is greater than the Indirect Effect value, so the sixth hypothesis in this study is supported; although the Psychological strain variable only plays a part in mediating the effect of Work-Family Conflict on Intention to quit.

6. DISCUSSION

The hypothesis testing in this study generated the following results in Table 3.

From testing hypothesis 1 it was found that Work-Family Conflict (WFC) had a positive effect on Intention to quit (IQ). From the data analysis, it is evident that work-family conflict has a significant positive effect on the intention to quit working. This finding supports the matching-domain perspective, in the sense that the WFC basically affects the domain from which this conflict originates, in the form of work-related responses. This finding supports the matching-domain perspective, in the on sense that the WFC basically affects the domain from which this conflict originates in the form of work-related responses. This finding supports the previous research of Chen et al. (2018), which examined the relationship between work-family conflict and intention to quit among hotel

employees in China and the US. This previous research found that work-family conflict was positively related to intention to quit, while work-family conflict family was more strongly associated with intention to quit among men than women. The correlation between work-family conflict and intention to quit was also stronger among Chinese hotel female employees than their US counterparts. Likewise, Aboobaker and Edward discovered that Turnover Intention was more significantly associated with work-family conflicts, thus providing evidence for the emergence of the matching-domain hypothesis in work-family research [23]. On the other hand, the researcher's findings are different from the findings of Zhang et al. (2012), which revealed that there was no correlation between WFC and turnover intention for Chinese managers. From testing hypothesis 2 it was found that Family-Work Conflict (FWC) had no positive effect on Intention to quit (IQ). From the results of data analysis, it is evident that family-work conflict does not have a significant positive effect on the intention to quit. This finding is attributed to the fact that social and cultural norms have an important influence on values, beliefs, and roles related to WFC. Eastern countries, like China highly value collectivism, while Western countries like the US widely hold individualism. Individuals in collectivist (vs. individualistic) cultures are more likely to build closer relationship to their friends and coworkers (eg, willing to share personal information). Some researchers have demonstrated that collectivist countries, such as China, highly consider work in terms of its benefits to one's family Zhang et al. (2012), instead of to the individual as is the prevailing view in individualistic cultures. Hence, in China, people work for the benefit of the whole family members by way of supporting individual work priority behaviors, for example by providing daycare. The findings in this study are also different from the finding of previous studies, including that revealed by Li, Li, Wang et al. that addressed the relationship between family attachment and WFC in the context of collectivist culture and the

Table 2: Testing results of hypothesis 6 and 7

Variable	Standardized direct effect			Standardized indirect effect			Standardized total effect		
	FWC	WFC	PS	FWC	WFC	PS	FWC	WFC	PS
PS	0.420	0.548	0.000	0.000	0.000	0.000	0.420	0.548	0.000
IQ	0.034	0.355	0.606	0.254	0.332	0.000	0.288	0.687	0.606

Source: Processed Data 2020

Table 3: Summary of hypothesis test results

No.	Hypothesis	Statistical value	Conclusion
1.	Work-family conflict has a positive effect on Intention to quit	$\beta=0.392, P=*** < 0.05$	Hypothesis accepted
2.	Family-work conflict has a positive effect on Intention to quit	$\beta=0.040, P=0.629 > 0.05$	Hypothesis rejected
3.	Work-family conflict has a positive effect on Psychological strain.	$\beta=0.509, P=*** < 0.05$	Hypothesis accepted
4.	Family-work conflict has a positive effect on Psychological strain	$\beta=0.413, P=*** < 0.05$	Hypothesis accepted
5.	Psychological strain has a positive effect on Intention to quit	$\beta=0.721, P=*** < 0.05$	Hypothesis accepted
6.	Psychological strain plays a role in mediating the positive effect of work- family conflict on Intention to quit	St. Direct Effect=0.355>St. Indirect Effect=0. 332 Effect of WFC on Intention to Quit: $\beta=0.392, P=*** < 0.05$ Effect of Psychological Strains on Intention to Quit: $\beta=0.721, P=*** < 0.05$	Hypothesis accepted
7.	Psychological strain plays a role in mediating the positive effect of work- family conflict on Intention to quit	St. Direct Effect = 0.034 < St. Indirect Effect=0.254 Effect of FWC on Intention to Quit: $\beta = 0.040, P=0.629 > 0.05$ Effect of Psychological Strains on Intention to Quit: $\beta = 0.721, P=*** < 0.05$	Hypothesis accepted

Source: Processed Data 2020.

effect of these variables on intention to quit. It was revealed that closer tight between family members reduce FWC levels, which in turn lowers turnover intention (Li et al., 2019). Wang et al. (2004) who examined employees working in the banking sector of the US and China highlighted that WIF was more positively related to job withdrawal intentions among individuals with high levels of idiocentrism, while FIW had a greater positive relationship to job withdrawal intentions for those with high levels of allocentrism (collectivism) or low idiocentrism.

From testing hypothesis 3 it was found that Work-Family Conflict (WFC) had a positive effect on Psychological Strain (PS). From the results of data analysis, it is evident that work-family conflict has a significant positive effect on psychological strain. Research on WFC among different groups of employees has consistently reported a significant relationship between WFC and increased psychological strain Kalliath et al. (2012) reported significant associations between WFC-time, WFC-behavior, WFC-strain and increased psychological strain among Australian social workers. The same study also discovered that FWC-behavior and FWC-strain were significantly related to psychological strain. Likewise, other studies have demonstrated a significant relationship between WFC and psychological strain (Grandey and Cropanzano, 1999). Other empirical studies have depicted support for a significant relationship between WFC and psychological strain, although not all using the same measurement. For example, a meta- analysis of fourteen studies by Allen et al. (2000) delineated a positive relationship between WFC and psychological strain. These findings suggest that work stress extends to the family domain

and adversely affects participation at home, which consequently adds to psychological strain.

From testing hypothesis 4 it was found that Family-Work Conflict (FWC) had a positive effect on Psychological Strain (PS). From the data analysis, it is evident that family-work conflict has a significant positive effect on psychological strain. This finding supports the results of previous research that according to the cross-domain model, individuals are dissatisfied with their role whenever they have difficulty meeting the demands as a result of interference from other roles Kalliath et al. (2017). Thus, both the FWC that was negatively related to work outcomes, and the WFC's that were negatively related to outcomes in the family domain, resulted in stress because personal resources were lost in the process of combining the two roles.

From testing hypothesis 5 it was found that Psychological Strain (PS) had a positive effect on Intention to quit (IQ). From the data analysis, it is proven that psychological tension has a significant positive effect on the intention to quit working. This finding supports Billing et al. (2014), who articulated a positive relationship between psychological strain and the intention to quit, although the relationship is much weaker in Indonesia when compared to other countries (United States, Canada, India and Korea South).

From testing hypothesis 6 it was found that the effect of Work-Family Conflict (WFC) on Intention to quit (IQ) through Psychological strain (PS) was supported. The test was carried out

by comparing the Standardized Direct Effect value of 0.355 with the Standardized Indirect Effect of 0.332, while still referring to significance or insignificance of the direct effect of exogenous variables on the mediating variable and the direct influence of the mediating variable on endogenous variables. These results indicate that the Direct Effect value is greater than the Indirect Effect value. With the results that Work-Family Conflict affects Psychological Tension and Psychological Tension also affects Intention to Quit, the sixth hypothesis in this study is supported; although psychological tension only partially mediates the effect of Work-Family Conflict on Intention to Quit. This finding corresponds with the results revealed by Billing et al. (2014), which stated that psychological pressure partially mediates the relationship between work-family conflict and intention to quit, even though his research used the work-family conflict variable as one dimension that comes from two domains, namely work and family. This finding is also consistent with Ekawarna (2019), who denoted that Work-Family Conflict has a direct effect on Intention to Quit. In addition, he also stated that Work-Family Conflict also has an indirect effect on Intention to Quit through Job Stress (Ekawarna, 2019).

From testing hypothesis 7 it was found that the effect of Family-Work Conflict (FWC) on Intention to quit (IQ) through Psychological strain (PS) was supported. The test was carried out by comparing the value of the Standardized Direct Effect of 0.034 with the Standardized Indirect Effect of 0.254, while still referring to the significance or insignificance of the direct effect of exogenous variables on the mediating variable and the direct influence of the mediating variable on endogenous variables. From these results, it is known that the Direct Effect value is smaller than the Indirect Effect value, so the seventh hypothesis in this study is supported. In this case, psychological strain fully playing a mediating role in the positive effect of Family-Work Conflict on Intention to Quit. The data analysis proves the effect of work-family conflict on the intention to quit working through psychological tension. Hence, the hypothesis testing of the second and seventh hypotheses indicated the indirect effect of work-family conflict on the intention to quit working. This finding is somewhat different from the research by Billing et al. (2014) which used the work-family conflict variable as a dimension derived from two domains: work and family, and revealed that psychological pressure only partially mediated the relationship between work-family conflict and intention to quit.

Table 2 delineates that the Work-Family Conflict variable with a value of 0.687 has the highest total value of effect on Intention to Quit. This result denotes that Work-Family Conflict has the most dominant impact on Intention to Quit, Psychological Strain has a total value of direct effect of 0.606, while Family-Work Conflict has a total value of direct effect of 0.288 on Intention to Quit.

7. CONCLUSIONS, LIMITATIONS AND SUGGESTIONS

7.1. Conclusions

There have been many studies examining the relationship between Work-family conflict and Family-work conflict with Psychological

strain and Intention to quit. The results of this study are expected to increase understanding of the relationship between these variables. It was found that Work-family conflict had a direct positive effect on Intention to quit, while Family-work conflict had no direct effect on Intention to quit. Work-family conflict has a direct positive effect on Psychological strain, Family-work conflict also has a direct positive effect on Psychological strain. Psychological strain has a direct positive effect on Intention to quit. Psychological strain partially mediates the effect of Work-family conflict on Intention to quit and fully mediates the effect of Family-work conflict on Intention to quit.

7.2. Implications

7.2.1. Managerial implications

This research was conducted in a country with a collectivist cultural context, but it is still proven that Work-Family Conflict has the highest total influence on Intention to Quit. These results indicate that Work-Family Conflict has the most dominant influence on Intention to Quit. Work-Family Conflict (WFC) apart from having a direct positive effect on intention to quit, it also had a direct positive effect on psychological tension. Thus, Management must be aware of the occurrence of Work-Family Conflict faced by employees. Thus, organizations can reduce employees' intention to quit by reducing their Work-Family Conflict by way of offering supporting policies, such as providing emotional support when their employees experience Work-Family Conflict.

This effort can be done by enhancing the effectiveness of the counseling program for employees related to the problems they encounter. This program is expected to help employees by reducing their burdens and providing solutions to any of their problems. This counseling program also aims to solve work-family conflicts as a way to create a balanced portion between work and family interests.

Family-Work Conflict did not have a direct positive effect on intention to quit but had a direct positive effect on Psychological Tension. The absence of the influence of Family-Work Conflict (FWC) on Intention to quit is in line with the opinion of many researchers, that the condition of society in collectivist countries is that people see individuals in social networks, the role of work is seen as serving the needs of groups rather than individuals. People will try hard to work at the expense of their group (eg family) and they enjoy support from family. However, from the results of this study there are things that need to be watched out for, namely family-work conflicts which have a direct impact on psychological tension so that it will indirectly affect the intention to quit. From the results of the analysis, it is known that psychological tension fully mediates the effect of family-work conflict on intention to quit. Thus, Management must be aware of the occurrence of family-work conflicts faced by employees. Through this counseling program, management can also provide confirmation to employees about applicable work policies/rules in relation to relationships with employees' families to avoid the occurrence of Family-Work Conflict which can have an impact on psychological strain of employees and interfere with their role at work.

7.2.2. Theoretical implications

Hypothesis testing resulted in several findings to be developed by future researches. First, Work-Family Conflict (WFC) has a direct positive effect on Intention to quit and on Psychological strain. The positive effect of Work-Family Conflict (WFC) on Intention to quit supports the matching-domain perspective of previous studies (Allen et al., 2000, Netemeyer et al., 1996, Nohe and Sonntag, 2014). There is also an indirect effect of Work-Family Conflict on Intention to Quit which is partly mediated by psychological strain. Second, Psychological strain has a direct positive effect on Intention to quit. Third, Family-Work Conflict does not have a direct positive effect on Intention to quit but has a direct positive effect on Psychological strain. The absence of the influence of Family-Work Conflict (FWC) on Intention to quit means that it does not support the cross-domain perspective of previous studies. Family-Work Conflict has an indirect effect on Intention to quit, as fully mediated by Psychological strain.

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