

**THE INFLUENCE OF WORK FAMILY CONFLICT AND COMPENSATION ON
TURNOVER INTENTION WITH JOB SATISFACTION AS
INTERVENING VARIABLES AT PT. MANAGE SERVICES
ARTHA CAB. MEDAN**

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ABSTRACT

This study aims to determine the effect of work family conflict, compensation on turnover intention mediated by job satisfaction. employees at PT. Manage Artha Jasa Cab. Medan, where the average reason for employees deciding to leave their jobs is because the work they carry is too heavy or experiencing work overload so that employees find it difficult to balance responsibilities for work and for family, another reason is the salary and benefits provided by other companies are considered by employees to be higher than the salary and benefits provided by the company itself. Based on preliminary research, it can be seen that the number of married female employees with employee status as contract workers is more likely to resign than permanent and outsourced workers. Turnover that occurs in the company has a negative impact on the quality and ability to replace employees who leave the company, thus requiring new time and costs in recruiting new employees. The population in this study were 102 employees with a total sampling technique. Compensation affects Job Satisfaction. Work Family Conflict has an effect on Turnover Intention while Compensation and Job Satisfaction have no effect on Turnover Intention. Job Satisfaction does not mediate the effect of Work Family Conflict and Compensation on Turnover Intention at PT Tata Jasa Artha Medan Branch. Work Family Conflict has an effect on Turnover Intention while Compensation and Job Satisfaction have no effect on Turnover Intention. Job Satisfaction does not mediate the effect of Work Family Conflict and Compensation on Turnover Intention at PT Tata Jasa Artha Medan Branch. Work Family Conflict has an effect on Turnover Intention while Compensation and Job Satisfaction have no effect on Turnover Intention.

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I. Introduction

Turnover refers to the final reality faced by an organization in the form of the number of employees who leave the organization in a certain period, while the employee's desire to move (turnover

intention) refers to the results of individual evaluations regarding the continuation of relationships with the organization that have not been realized in definite actions leaving the organization (Putra & Authority, 2015). Turnover intention is when an employee has a tendency to quit his job (Robbins & Judge 2007: 38), turnover (moving jobs) is usually one of the last resorts for an employee if he finds his working conditions are no longer in accordance with what he expected. Researchers found employees at PT. Manage Artha Jasa Cab. Medan, where the average reason employees decide to leave their jobs is because the work they carry is too heavy or they experience work overload so that employees find it difficult to balance responsibilities for work and for family, another reason is that the salaries and benefits provided by other companies are considered by employees to be better than on the salary and benefits provided by the company itself. Based on preliminary research, it can be seen that the number of married female employees with employee status as contract workers is more likely to resign than permanent and outsourced workers. Turnover that occurs in the company has a negative impact on the quality and ability to replace employees who leave the company, thus requiring new time and costs in recruiting new employees (Wasposito et al., 2013). Job satisfaction is one of the causes for a person to think about leaving his job and looking for another job that is better than before (Wasposito et al., 2013).

Job satisfaction refers to the attitude of workers resulting from an evaluation of their work. Employees with a high level of job satisfaction will have positive feelings about their work, whereas someone with a low level will have negative feelings (Robbins and Judge, 2014). Employees who want to leave their jobs mean that these employees tend to experience job-related dissatisfaction such as unattractive work, salary, interpersonal relationships, promotions, poor supervisory approaches and working conditions (Sattar et al, 2011). Employee job satisfaction will be influenced by several factors, one of which is work family conflict.

Work-family conflict arises when a person who performs his role in a job has difficulty carrying out his role in the family and vice versa (Latifah and Rohman, 2014). Work-family conflict can arise from difficult time demands that can cause stress, stress comes from one role that spills over to other roles then interferes with quality of life, and behavior that is appropriate in one domain but considered inappropriate in another (Aslam et al, 2011) .

The absence of employee satisfaction with compensation is the background to employee turnover. Employees' intention to leave the company can be minimized through proper and reasonable compensation. With this, employees will survive and not leave the company. As for the compensation provisions given to permanent employees, they cover basic salary, health benefits and daily meal allowance. The compensation policy, both small and large, its composition and timing can be measured to affect the continuity of work for employees in the company. Search results with several employees in the company PT. Manage Artha Jasa Cab. Medan said he was not satisfied with the compensation given because the nominal payment was still below the minimum wage regulations for North Sumatra Province. Salary payment was found to have a significant effect on the behavior of employees. With adequate compensation, an employee will be motivated in carrying out the work assigned to him (Murty, 2012). As is the case with salespeople or sales people who are motivated in their work through the provision of incentives. This is where the leadership plays a role as the policy holder regarding the decision to pay compensation. This relates to two things that need to be considered in awarding compensation. First, the compensation provided by the company must be felt fairly by employees and second, that the amount of compensation is not much different from what is expected by employees (Murty, 2012). Leaders need to measure the payment received by employees according to the type of work, position level, level of education or experience expected by employees. Injustice in the provision of compensation can cause people to leave work because they do not feel satisfaction. Employees who have job satisfaction will be happy and feel at home at work. As stated by Mangkunegara (2013) that higher job satisfaction is associated with low employee turnover. Meanwhile, employees who are dissatisfied with their jobs usually have higher turnover.

II. Method

Turnover Intention

According to Mathis and Jackson (2016) that turnover intention is a process by which employees leave the organization and must be replaced. According to Robbins and Judge (2008) turnover is a permanent dismissal of an employee from the company either carried out by the employee himself (voluntarily) or by the company. Factors that cause employee turnover are labor market conditions, expectations of the choice of job opportunities and length of service with the company.

WorkFamily Conflict

Christine, Oktorina, and Mula (2010) stated that work-family conflict occurs when participation between roles in work and family is not compatible with each other. Thus, participation in work for the family will be more difficult with participation in the family for work and cause pressure due to conflict between the fields of work and family. According to Kalsum (Setyowati, 2013) difficulty in carrying out obligations to fulfill role demands on different things simultaneously is what is referred to as work-family conflict. In this case, career women will be required to provide good and maximum work performance or performance in carrying out their duties as career women and housewives.

compensation

According to (Khair, 2017), compensation is an award given by the company or organization as a reward for their work. According to Hasibuan (2017: 119) Compensation is all income in the form of money, direct or indirect goods received by employees as a reward for services provided to the company. Establishing an effective compensation system is an important part of human resource management because it helps attract and retain talented jobs. In addition, the company's compensation system has an impact on strategic performance.

Job Satisfaction

According to (George, 2011) Job satisfaction is a set of feelings, beliefs, and thoughts about how to respond to work. Cognitive aspects of job satisfaction are workers' beliefs about work and work situations. Job satisfaction shows the suitability between one's expectations that arise and the rewards provided by the company. According to (Kreitner and Kinicki, 2014) Job satisfaction is an effectiveness or emotional response to various aspects of work.

The effect of Work Family Conflict and Compensation on Turnover Intention mediated by Job Satisfaction can be described as follows:

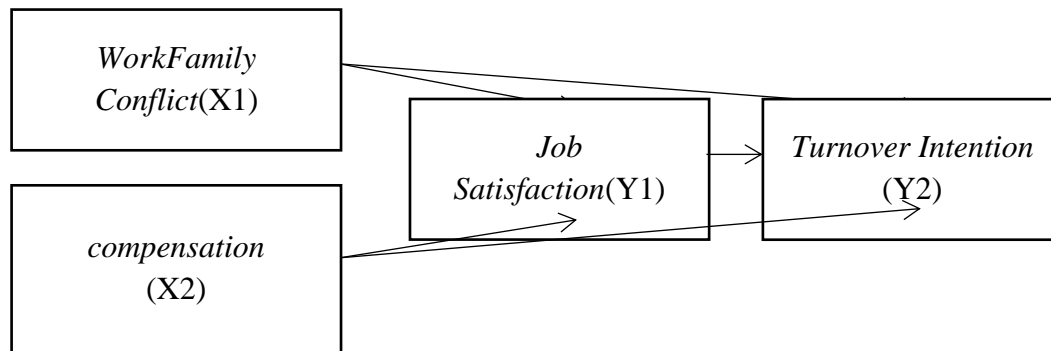


Figure 1. Conceptual Framework

III. Results And Discussion

Table 1. Test Results t

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	std. Error	Betas		
(Constant)	-.314	.354		-.886	.377

X1	.337	.106	.247	3,180	.002
X2	.549	.091	.467	6003	.000

a. Dependent Variable: LN_Y1

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	std. Error	Betas		
1	(Constant)	.034	.747		.045	.964
	X1	.524	.026	.869	20,424	.000
	X2	.024	.021	.054	1.146	.254
	Y1	.026	.037	.031	.692	.490

From the table above it can be concluded as follows:

1. The significance value of work family conflict (X1) on job satisfaction (Y1) is 0.010 which is less than 0.05, meaning that there is a significant effect of work family conflict on job satisfaction. Thus the hypothesis of work family conflict affecting job satisfaction (H1) can be accepted.
2. The significance value of compensation (X2) on job satisfaction (Y1) is 0.000 which is less than 0.05, meaning that there is a significant effect of work family conflict on job satisfaction. Thus the compensation hypothesis has an effect on job satisfaction (H2) can be accepted.
3. The significance value of Work Family Conflict (X1) on turnover intention (Y2) is 0.000, less than 0.05, meaning that there is a significant effect of Work Family Conflict on turnover intention. Thus the hypothesis that Work Family Conflict has an effect on turnover intention (H3) can be accepted.
4. The significance value of Compensation (X2) on turnover intention (Y2) is 0.254 greater than 0.05, meaning that there is no significant effect of Compensation on turnover intention. Thus the Compensation hypothesis has an effect on turnover intention (H4) is rejected.
5. The significance value of Job Satisfaction (Y1) on turnover intention (Y2) is 0.490 which is greater than 0.05, meaning that there is no significant effect of Job Satisfaction on turnover intention. Thus the Job Satisfaction hypothesis has an effect on turnover intention (H5) is rejected.

Path Analysis

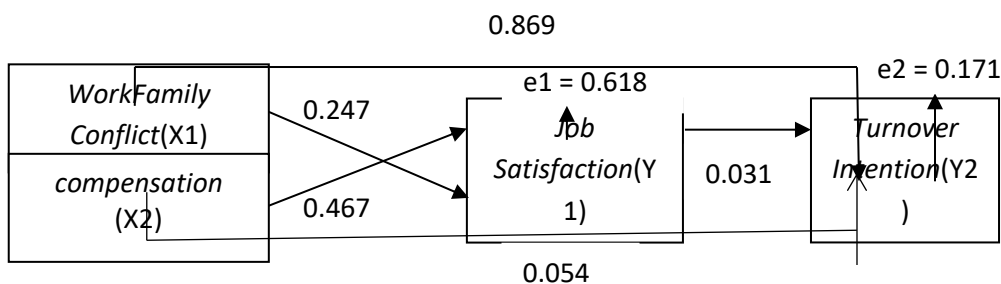


Figure 2. Path Analysis

DISCUSSION

Effect of Work Family Conflict on Job Satisfaction

Based on the results of the tests that have been carried out, a significance value of 0.010 is less than 0.05, meaning that there is a significant effect of work family conflict on job satisfaction. The results of this study are in line with research conducted by Mahadewi and Rahyuda (2020) which states that work family conflict affects job satisfaction.

This means that work-family conflict affects employee job satisfaction. In fact, work-family conflict is one of the external factors of job satisfaction, where the effect of satisfaction arises from outside the employee's job itself, causing the work-family conflict variable to have an influence on auditor job satisfaction. Work-family conflict is a form of interrole conflict, namely pressure or role imbalance between roles at work and roles in the family (Margaretha, 2013). Buhali and Margaretha (2013) said the presence of one role (work) will cause difficulties in fulfilling the demands of another role (family), people's expectations of the various roles that a person must perform can lead to conflict. Conflict occurs when role expectations make it difficult for someone to share time and it is difficult to carry out one role because of the presence of another role. One of the factors of job satisfaction is co-workers or colleagues. Therefore, it is believed that the possibility of the participation of colleagues in the dual roles faced by employees can help the auditor in solving the problem

Effect of Compensation on Job Satisfaction

Based on the results of the tests that have been carried out, a significance value of 0.000 is less than 0.05, meaning that there is a significant effect of compensation on job satisfaction. The results of this study are in line with research conducted by Mahadewi and Rahyuda (2020) which states that compensation has an effect on job satisfaction.

This shows that in managing human resources owned by the company is very concerned about compensation. The company provides compensation in return for the employees' hard work and efforts in carrying out their duties and responsibilities towards the work given. Because the provision of compensation is able to provide a sense of satisfaction to employees for what they have done. Compensation for this company is not only in the form of a basic monthly salary to meet their needs, but also provides several other benefits. These allowances include food allowances, housing allowances and health benefits provided by industrial owners with the aim that the basic monthly salary they receive remains intact without having to think about other basic needs. The company also provides annual vacation facilities for employees. This aims to be able to strengthen relations between employees outside of their work. Giving high compensation can make employees feel satisfied, comfortable, at home and more excited because they feel valued and cared for by the owner of the company.

Effect of Work Family Conflict on Turnover Intention

Based on the results of the tests that have been carried out, a significance value of 0.000 is less than 0.05, meaning that there is a significant effect of work family conflict on turnover intention. The results of this study are in line with research conducted by Mahadewi and Rahyuda (2020) which states that work family conflict affects turnover intention.

This identifies that the work family conflict felt by employees can make them want to move from their current job (turnover intention). Based on this study, employees are more likely to want to leave their current job (turnover intention) because they feel that there is an imbalance in the role of mother or parent and the role of a hospital employee. A woman who is married has a higher level of busyness than men when at home such as taking care of children, taking care of her husband, taking care of the household. When outside the home environment, women are preoccupied with work, especially work that requires them to be always on time in the office, Busy working hours including evenings and weekends and even national holidays, working in shifts also makes it difficult for employees to gather with their families. Circumstances like this make employees want to leave their current job because it is difficult to divide the role of a housewife or family role and the role of an employee, but this decision requires careful thought and consideration given that the family's financial needs are also getting higher.

Effect of Compensation on Turnover Intention

Based on the results of the tests that have been carried out, a significance value of 0.254 is greater than 0.05, meaning that there is no significant effect of compensation on job satisfaction. The results of this study are not in line with the research conducted by Mahadewi and Rahyuda (2020) which states that compensation has an effect on job satisfaction.

Wages are a form of reward, whether in the form of money or not money, compensation is expressed as wages or income in the form of money, goods directly or indirectly received by employees in return for services provided from the company (Hasibuan, 2007: 118). Providing compensation to employees

is not only in the form of money but things that support employee welfare, such as health services, old age insurance, recreation and gatherings outside working hours as long as the employee is still a member of the organization.

Effect of Job Satisfaction on Turnover Intention

Based on the results of the tests that have been carried out, a significance value of 0.490 is greater than 0.05, meaning that there is no significant effect of job satisfaction on turnover intention. The results of this study are not in line with research conducted by Mahadewi and Rahyuda (2020) which states that job satisfaction has an effect on turnover intention.

Judge et al (2016) job satisfaction is an important aspect and a natural attitude of employees, job satisfaction of employees is only cognitive and affective only exists in the thoughts and feelings of employees, feelings of satisfaction with work are good if they are always present in employees even though employees are at work. outside the company (not in working condition). Various sources or factors that can lead to job satisfaction in employees, for example employee satisfaction with how leadership is in the company, how is the work relationship with colleagues or work partners, when receiving salaries periodically and in accordance with employee performance for the company, as well as a comfortable and conducive work environment . Job satisfaction is a general attitude shown by employees on what is felt in the company,

The effect of Work Family Conflict on Turnover Intention is mediated by Job Satisfaction

Based on the results of statistical tests, it was found that the direct effect is greater than the indirect effect, meaning that job satisfaction cannot mediate the effect of work family conflict on turnover intention. The results of this study are not in line with research conducted by Mahadewi and Rahyuda (2020) which states that job satisfaction mediates the effect of work family conflict on turnover intention.

The effect of Compensation on Turnover Intention is mediated by Job Satisfaction

Based on the results of statistical tests, the direct effect is greater than the indirect effect, meaning that job satisfaction cannot mediate the effect of compensation on turnover intention. The results of this study are not in line with the research conducted by Mahadewi and Rahyuda (2020) which states that job satisfaction mediates the effect of compensation on turnover intention.

IV. Conclusion

The results of this study show that *WorkFamily Conflict* effect on Job Satisfaction. Compensation affects Job Satisfaction. Work Family Conflict has an effect on Turnover Intention whereas Compensation and Job Satisfaction have no effect on Turnover Intention. Job Satisfaction does not mediate the effect of Work Family Conflict and Compensation on Turnover Intention at PT Tata Jasa Artha Medan Branch.

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