



The Effect of Work-Family Conflict, Workload, Non-Financial Compensation and Job Stress on Employee Turnover Intention at PT Herba Emas Wahidatama Purbalingga

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ABSTRACT

This study examines the influence of Work-Family Conflict, Workload, Non-Financial Compensation, and Employee Work Stress on Employee Turnover Intention at PT Herba Emas Wahidatama Purbalingga. This study uses primary data and is a type of quantitative research. Employees at PT Herba Emas Wahidatama Purbalingga, with a population of 160 people, using a purposive sampling method with a minimum service period of 1 year. The analysis test in this study are using multiple regression analysis through the SPSS 26 application. The results of this study indicate that Non-Financial Compensation and job stress have a positive and significant effect on Turnover Intention. However, Work-Family Conflict and Workload have no impact on Turnover Intention.

INTRODUCTION

In the evolving business landscape of Indonesia, organizations and industries must fiercely compete to sustain their operations. Companies need to enhance their performance to succeed, which involves optimizing all available resources. This includes the strategic utilization of human resources. Effective strategies in human resource management are crucial for improving overall company performance, often through developing high-quality personnel (Nurjaya et al., 2020). One critical aspect of managing human resources is addressing turnover intention.

According to Meyer and Tett (1993), turnover intention refers to an individual's inclination to quit or leave their organisation. A heightened desire among employees to leave can result in significant human resource losses for the company. This necessitates the recruitment of replacements, which can ultimately decrease overall productivity (Gatiningtyas & Primadineska, 2022). Consequently, effective human resource management becomes a crucial challenge for companies.

PT Herba Emas Wahidatama is a high-quality traditional medicine company adhering to multinational standards. The company emphasizes *syar'i* and purity principles in its operations and follows GMP (Good Manufacturing Practice) guidelines. Founded in 2012 in Purbalingga, Central Java, with PMDN status, the company expanded in 2019 by establishing a representative factory, which also serves as an educational visit site for stakeholders. <https://herbaemas.co.id/>

This research stems from a brief interview with a human experience staff member at PT Herba Emas Wahidatama. The interview revealed that the company had faced a decline in employee numbers in recent years. Various factors contribute to turnover intention within a company or organization; therefore, this study focuses on work-family conflict, workload, non-financial compensation systems, and job stress.

Work-family conflict arises when balancing the demands of work and family roles becomes challenging. This conflict occurs when involvement in one role hinders the ability to meet the obligations of the other (Greenhaus & Beutell, 1985). During early adulthood, balancing work and family is crucial. Married employees often find that work pressures reduce their time with their families, affecting their ability to fulfill family responsibilities. Conversely, family pressures can negatively impact job performance. This ongoing struggle between work and family demands can lead to turnover intentions. Research by Yildiz et al. (2021), Paramita & Hendratmoko (2021), Gatiningtyas & Primadineska (2022), and Putra et al. (2022) indicates that work-family conflict has a positive and significant effect on turnover intention. However, studies by Ferani & Widjajanti (2020) and Amaro (2020) find that work-family conflict negatively and significantly impacts turnover intention.

Workload is another factor influencing the desire to leave a job. Workload results from the interaction between task demands, the work environment, and employees' skills, behaviors, and perceptions (Tarwaka, 2016). Effective workload management is essential for companies as it affects employee

productivity and job satisfaction. An excessive workload can overwhelm employees, leading to confusion and anxiety if they cannot meet company expectations. A high workload is a common reason employees consider leaving. Studies by Purwati & Maricy (2021), Muslim (2021), Ratnasari & Lestari (2020), and Junaidi et al. (2020) show that workload has a positive and significant effect on employee turnover intention. However, Purwati & Maricy (2021) also found that workload can significantly negatively impact turnover intention.

Non-financial compensation includes benefits that are not monetary or immediately tangible to employees (Sinambela, 2017). There is a strong relationship between employee turnover and compensation. Providing appropriate and fair non-financial compensation can reduce the likelihood of employees leaving the company. Employees are more likely to stay with the organization when non-financial compensation is well-managed. Research by Mutianingrum (2023), Krishnamoorthy et al. (2020), and Ayu and Mayliza (2019) shows that non-financial compensation significantly impacts turnover intention. However, a study by Utami (2023) found no significant effect of non-financial compensation on employee turnover intention.

Job stress is another factor influencing turnover intention. Job stress refers to the emotional and physiological response to demands, both internal and external to the organization, that disrupt normal functioning due to changes in psychological and physiological conditions (Beehr & Newman, 1978). Stress typically arises from factors impacting an individual's mental state and events that exceed their coping abilities, leading to distress. Job stress can affect employee performance across all levels, from senior management to entry-level employees, potentially resulting in turnover intention. Research by Dewi & Agustina (2021), Chegini et al. (2019), Saputro et al. (2020), and Nurjaya et al. (2020) indicate that job stress has a positive and significant impact on turnover intention. However, a study by Indrajaya et al. (2023) found that job stress does not affect turnover intention.

This research builds upon a previous study by Alfatah and Endratno (2021) titled "The Effect of Work-Family Conflict, Workload, and Non-Financial Compensation on Turnover Intention of Employees in the Production Section of the Pre-Process Unit at PT Royal Korindah in Purbalingga." Their study concluded that work-family conflict, workload, and non-financial compensation significantly impact turnover intention. However, Utami (2022) found that non-financial compensation does not substantially affect turnover intention.

Building on the data and findings from previous research by Alfatah and Endratno (2021), this study aims to address the inconsistencies found in the non-financial compensation variable. Additionally, following recommendations from prior researchers, this study introduces work stress as an independent variable. Consequently, based on previous research and existing issues, the researcher chose "The Effect of Work-Family Conflict, Workload, Non-Financial Compensation, and Job Stress on Employee Turnover Intention at PT Herba Emas Wahidatama Purbalingga."

This research is very relevant because understanding the factors that influence turnover intention is fundamental to improving employee retention in the company (Darmeinis, 2022). By knowing the impact of work-family conflict, workload, non-financial compensation, and job stress on turnover intention, companies can develop more effective strategies in human resource management. This is particularly relevant for PT Herba Emas Wahidatama in Purbalingga, which has experienced a decline in the number of employees in recent years. Thus, this study will assist PT Herba Emas Wahidatama in creating a more conducive work environment, reduce recruitment costs, and increase overall productivity.

THEORETICAL REVIEW

Justice Theory

Stacy Adams developed the equity theory, which posits that individuals gauge the fairness of their treatment by comparing their inputs to the organization with the outcomes they receive, both internally and externally. According to this theory, employees react to perceived unfairness by expressing dissatisfaction and seeking to rectify the imbalance. One potential response to perceived inequity is the turnover intention, where employees may contemplate leaving their jobs (Robbins & Judge, 2015). Justice theory in work-family conflict refers to employees' perceptions of how fairly the organization treats them regarding policies and practices that support work-life balance. Injustice in this regard can exacerbate work-family conflict. Fairness theory is particularly relevant in the workload context because employees often assess their workload based on perceptions of fairness in the workload distribution, recognition of their contributions, and the rewards they receive for their efforts. Fairness theory, in the context of non-financial compensation, addresses employees' perceptions of how fairly the organization treats them regarding rewards and recognition for their contributions, including salary and non-financial rewards such as recognition, bonuses, and career development. Fairness theory has a significant relationship with job stress, as employees' perceptions of fairness in the organization can affect the level of stress they experience. According to this theory, a worker will show his attitude towards the injustice he encounters at work and try to eliminate the injustice. Employees will do various things, one of which is to leave their jobs, which is turnover intention.

Turnover Intention

Turnover intention refers to an employee's inclination or readiness to voluntarily leave their job in search of new employment, as highlighted by Mobley et al. (1979) and R. Zeffane (1994). Meyer and Tett (1993) describe it as an individual's intention or plan to exit an organization. According to Robbins and Judge (2015), turnover intention is the probability that employees will leave a company voluntarily due to dissatisfaction with their current position and the availability of alternative job opportunities.

Work Family Conflict

Work-family conflict arises when the demands of work and family roles are misaligned, resulting in tension (Frone et al., 1992). High work demands and family responsibilities can lead to conflicts that affect family life, with work issues encroaching on personal time and vice versa. This imbalance can contribute to increased turnover intention. Organizations should view employees as valuable assets and conduct comprehensive analyses to mitigate turnover rates.

Research by Yildiz et al. (2021), Paramita & Hendratmoko (2021), Gatiningtyas & Primadineska (2022), and Putra et al. (2022) consistently demonstrates that work-family conflict significantly and positively impacts turnover intention.

H1: Work-family conflict has a positive and significant impact on turnover intention.

Workload

According to Mahawati et al. (2021), workload refers to the physical and psychological demands of tasks assigned to employees, which they are responsible for managing. Each task represents a burden for the executor, and employees must cope with their workload. Inappropriate workload can create a mismatch between job demands and employee capabilities. Excessive workload can quickly exhaust employees physically and mentally, potentially contributing to increased turnover intention within the company.

Research by Purwati & Maricy (2021), Muslim (2022), Ratnasari & Lestari (2020), and Junaidi et al. (2020) consistently finds that workload positively and significantly impacts turnover intention.

H2: Workload has a positive and significant effect on turnover intention.

Non-Financial Compensation

Non-financial compensation, as defined by Rizal & Handayani (2022), refers to the satisfaction derived from one's job or the physical and psychological work environment. There is a strong correlation between employee turnover and compensation. Adequate and appropriate non-financial compensation can reduce employees' inclination to leave the company. Conversely, inadequate non-financial compensation may prompt employees to consider leaving.

Studies by Yakin & Mutianingrum (2023), Krishnamoorthy et al. (2020), and Ayu & Mayliza (2021) consistently find that non-financial compensation significantly affects turnover intention.

H3: Non-financial compensation has a significant and negative impact on turnover intention.

Work Stress

According to Robbins and Judge (2015), job stress refers to a dynamic condition where individuals encounter challenges, obstacles, or demands related to their goals, with uncertain and crucial outcomes. Job stress manifests as emotional distress that affects a person's emotions, cognition, and overall well-being. It commonly arises from work-related challenges such as unclear

responsibilities, time constraints, lack of supportive resources, and conflicting tasks. These factors often contribute to high turnover intention among employees.

Research by Dewi & Agustina (2021), Chegini et al. (2019), Saputro et al. (2020), and Nurjaya et al. (2020) consistently show that job stress positively and significantly impacts turnover intention.

H4: Job stress has a positive and significant effect on turnover intention.

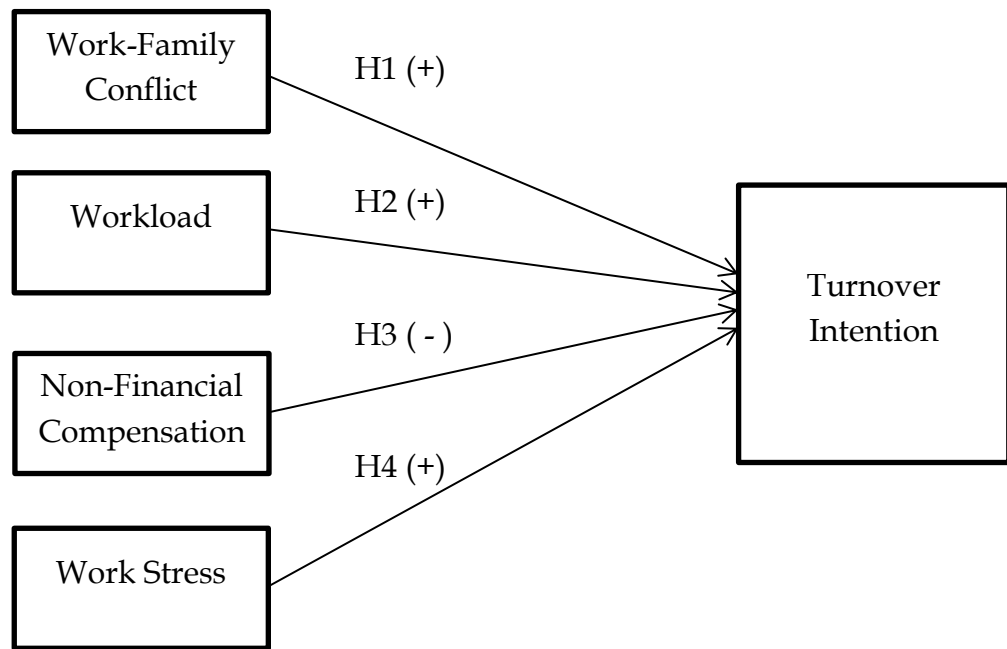


Figure 1. Conceptual Framework

METHODOLOGY

This study utilizes a descriptive and quantitative research approach, gathering primary data from respondents through questionnaires. The study population comprises PT Herba Emas Wahidatama employees who have been employed for at least one year. Using the Slovin formula with a confidence level of 95%, a sample size of 114 employees was determined. The SPSS 26 application was used to analyze the data of this study. SPSS is a statistical computer program that can process statistical data accurately and has a good form of presentation (in the form of graphs and tables) (Purwanto et al., 2021). The tests include validity, reliability, normality, multicollinearity, heteroscedasticity, coefficient of determination, F, and T-test.

The dependent variable in this study is turnover intention. The independent variables (X) are work-family conflict, workload, non-financial compensation, and job stress.

Table 1. Indicators and Questionnaires

No	Variabel	Indicator	Statement
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1.	Turnover Intention (Y) (Chan Yin-Fah et al., 2010)	Thoughts of quitting	I once thought about quitting my current job.
			I'm considering changing jobs from my current job.
		Willingness to seek other employment	I contacted my friend to get information on job vacancies.
			I tried to find another job as soon as possible.
		Desire to quit	I plan to leave this job.
			I see better job opportunities in other companies.
2.	Work-Family Conflict (X1) (Greenhaus & Beutell, 1985)	Work to Family Conflict	The requirements of my job disrupted my personal and family life.
			My job workload makes it hard to meet my family obligations.
			I couldn't complete home tasks due to work demands.
			Job stress affects my ability to manage family responsibilities.
			Work tasks forced changes to my family plans.
		Work to Family Conflict	Work demands disrupted my home and family life.
			Job workload complicates fulfilling family responsibilities.
			I couldn't finish home tasks due to job demands.
			Job stress hinders fulfilling family duties.
			Work tasks led to changes in family plans.

3.	Workload (X2) (Maulidah et al., 2022)	Physical Load	I feel tired quickly while working.
			My work requires muscular strength.
		Mental Load	I need concentration to get the job done.
			I had some confusion at work.
			I am always aware of the conditions of my workplace.
			I need mental strength to work.
		Load Time	The time available to complete the work could be improved.
			I often work on more than two tasks (double job) simultaneously.
			My boss gives me assignments unexpectedly.
			At a particular moment, I became busy with my work.
4.	Non-Financial Compensation (X3) (Utami, 2022)		Recreation programs have been implemented periodically for employees.
			Facilities and company environment are supportive and adequate for work.
			Relationships between employees have been excellent and harmonious.
			The relationship between superiors and subordinates has been going well.
			This company provides a sense of security for me when I work.
			For employees who excel, there is a higher position promotion program.

5.	Job Stress (X4)	Working conditions	The workload that employees handle affects working conditions.
			Employees feel that their busy work schedule affects their working conditions.
		Interpersonal Factors	Working relationships with employees' coworkers affect job stress.
			Employee relationships with leaders affect job stress.
		Stress due to role	Role ambiguity at work affects work stress.
			Uncertainty in the division of tasks affects employee work stress.
		Development Career	Promotions that are lower than their capabilities affect employees' job stress levels.
			Employees feel that promotions that are higher than their abilities affect job stress levels.
		Organizational structure	Relationships that are too formal and rigid in an organization affect job stress.
			The imbalance in providing training affects job stress.

RESULTS

Reliability Test

According to Ghozali (2021), reliability testing evaluates the consistency of questionnaire indicators. A Cronbach's alpha value greater than 0.60 signifies reliability. In this study, the questionnaire exhibited high reliability with a Cronbach's alpha coefficient of 0.87.

Classical Assumption Test

Normality Test

The normality test checks if the data follows a normal distribution, essential for regression analysis. Data is generally distributed if the two-tailed

asymptotic significance value exceeds 0.05 (Ghozali, 2021). The test result 0.063 indicates that the data meets the standard distribution criteria.

Multicollinearity Test

Multicollinearity testing tests the correlation between independent variables in the regression model. A variance inflation factor (VIF) value of less than ten and a tolerance value greater than 0.10 indicates the absence of multicollinearity (Ghozali, 2021). The results of this test suggest that the tolerance value for the work-family conflict variable is 0.589 with a VIF value of 1.699, the workload variable is 0.802 with a VIF value of 1.246, the non-financial compensation variable is 0.629 with a VIF value of 1.590, and the work stress variable is 0.543 with a VIF value of 1.841. So, all variables in this study meet these criteria, which indicates the absence of multicollinearity symptoms.

Heteroscedasticity Test

The heteroscedasticity test determines if the data shows unequal variances (Ghozali, 2021). The calculation test results show that the significance of the work-family conflict variable is 0.177, the workload variable is 0.548, the non-financial compensation variable is 0.091, and work stress is 0.583. A significance value above 0.05 indicates no heteroscedasticity symptoms in all variables.

Determination Coefficient Test

The adjusted R-square measures how well the independent variables explain the dependent variable (Ghozali, 2021). In this study, Work-Family Conflict, Workload, Non-Financial Compensation, and Job Stress collectively explain 51% of the variation in Turnover Intention. The remaining 49% may be influenced by other variables not included in the model.

Table 2. Determination Coefficient Test

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.727 ^a	.528	.510	2.751

F test

The F-test assesses the overall significance of the regression model (Ghozali, 2021). The probability value of 0.000 (less than 0.05) and an F value of 28.810 indicate that Work-Family Conflict, Workload, Non-Financial Compensation, and Job Stress jointly significantly impact Turnover Intention.

Multiple Regression Test

Multiple linear regression analysis examines the relationships and impacts of independent variables on the dependent variable. According to Ghozali (2021), this model involves multiple independent variables. The results are summarized in the following table:

Table 3. Multiple Regression Test

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	20.016	3.923		5.102	.000
	Work-Family Conflict	.068	.058	.102	1.159	.249
	Workload	.120	.067	.132	1.774	.079
	Non-Financial Compensation	-.605	.106	-.493	-5.716	.000
	Work Stress	.121	.060	.179	2.022	.046

a. Dependent Variable: Turnover_Intention

Based on the above results, an equation can be formed:

$$Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

$$Y = 20,016 + 0,068X_1 + 0,120X_2 - 0,605X_3 + 0,121X_4$$

Description

α = The constant (α) is 20.016, indicating the baseline level of turnover intention when all independent variables are zero.

β_1 = 0.068. The regression coefficient for Work-Family Conflict suggests that a one-unit increase in this variable leads to a 0.068 unit increase in turnover intention, holding other variables constant.

β_2 = 0.120. The coefficient for Workload indicates that a one-unit increase in workload results in a 0.120-unit increase in turnover intention, assuming other variables remain constant.

β_3 = -0.605. The negative coefficient for Non-Financial Compensation indicates that a one-unit increase in non-financial compensation leads to a decrease of 0.605 units in turnover intention, with other variables constant.

β_4 = 0.121. The coefficient for Work Stress shows that a one-unit increase in work stress results in a 0.121-unit increase in turnover intention, holding other variables constant.

ε = Standard error.

T test

Partial tests assess the individual effects of independent variables on the dependent variable (Ghozali, 2021). The criteria for decision-making involve comparing the computed t-values with tabulated values at significance levels of 10% (0.1) and 5% (0.05).

The hypothesis testing results in Table 3 are as follows:

1. Work-family conflict has a positive but insignificant effect on turnover intention; H1 is rejected. The computed t-value is 1.159, less than the tabulated t-value of 1.659. The regression coefficient is 0.068 with a probability level of 0.249, greater than 0.10.

2. Workload has a positive but insignificant effect on turnover intention; H2 is rejected. The computed t-value is 1.774, exceeding the tabulated t-value of 1.659. The regression coefficient is 0.120 with a probability level of 0.079, less than 0.10.
3. Non-financial compensation negatively affects turnover intention; H3 is accepted. The computed t-value is -5.716, less than the tabulated t-value of 3.171. The regression coefficient is -0.605 with a probability level 0.000, less than 0.002.
4. Job Stress positively and significantly affects turnover intention; H4 is accepted. The computed t-value is 2.022, exceeding the tabulated t-value of 1.983. The regression coefficient is 0.121 with a probability level 0.046, less than 0.05.

DISCUSSION

The Effect of Work-Family Conflict on Turnover Intention

The results from hypothesis 1 indicate that work-family conflict has a positive but statistically insignificant effect on employee turnover intention at PT Herba Emas Wahidatama in Purbalingga. This implies that work-family conflict does not substantially influence employees' intentions to leave. Although increased work-family conflict may lead to a greater desire to depart, this effect lacks statistical significance, suggesting that such disputes do not directly affect employee performance.

This finding aligns with Hermawati et al. (2022), who also reported a positive yet insignificant relationship between work-family conflict and turnover intention.

The Effect of Workload on Turnover Intention

Hypothesis 2 reveals that workload has a positive but statistically insignificant effect on turnover intention among employees at PT Herba Emas Wahidatama Purbalingga. This indicates that, despite the considerable workload, it does not significantly impact employees' intentions to leave the company. However, there remains a notable desire among employees to seek other opportunities.

This observation is consistent with Purwati et al. (2019), who concluded that workload does not significantly influence employee turnover intention.

The Effect of Non-Financial Compensation on Turnover Intention

Findings from hypothesis 3 show that non-financial compensation significantly negatively affects employee turnover intention at PT Herba Emas Wahidatama Purbalingga. This suggests that non-financial compensation helps decrease employees' likelihood of leaving. According to equity theory, employees are more prone to consider departure when they perceive inequities in their job conditions. They evaluate their rewards, such as recognition and growth opportunities, against their career goals. Increased recognition and developmental opportunities lower the chances of employees choosing to leave the organization.

Studies from Mutianingrum (2023) further support this, Krishnamoorthy et al. (2020) and Mayliza (2021), which indicate that non-financial compensation significantly affects turnover rates.

The Effect of Job Stress on Turnover Intention

The findings from hypothesis 4 demonstrate that job stress significantly impacts employee turnover intention at PT Herba Emas Wahidatama Purbalingga. This suggests a direct link between job stress and employees' intentions to leave. When stressors are effectively managed, employees can perform well at work and in their personal lives. Conversely, high levels of job stress often lead to disengagement, increasing the likelihood that employees will seek to leave their roles.

This aligns with research by Dewi & Agustina (2021), Chegini et al. (2019), Saputro et al. (2020), and Nurjaya et al. (2020), which similarly found that job stress significantly and positively affects turnover intention.

CONCLUSIONS AND RECOMMENDATIONS

The results of hypothesis testing in this study indicate that two of the four hypotheses proposed are empirically proven and declared accepted. Referring to the results of hypothesis testing, this study concludes that the higher the non-financial compensation provided by the company to employees of PT Herba Emas Wahidatama in Purbalingga, the higher the level of employee turnover intention. Then, the higher the employee work stress, the higher the employee turnover intention at PT Herba Emas Wahidatama in Purbalingga.

FURTHER STUDY

The results of this study indicate that turnover intention is influenced by four factors, namely work-family conflict, workload, non-financial compensation, and job stress, only 51%; this means that 49% of the turnover intention of PT Herba Emas Wahidatama Purbalingga employees is influenced by other factors not examined in this study. So, for further research, it is necessary to add other independent variables such as self-efficacy, job insecurity, and organizational citizenship behavior. Thus, more information will be obtained about what things besides the four factors, namely work-family conflict, workload, non-financial compensation, and job stress, can affect turnover intention.

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