



The Effect of Family-Supportive Organization Environment, Work/Family Conflict on Turnover Intention of Millennial Generation Female Employees in Indonesia

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Abstract. This study aimed to see the effect of company policy and the supervisor support that supports family and conflict involving family and work on intention that result in the turnover intention among female employees of the millennial generation in Indonesia. This study used quantitative design with a total of 185 respondents from various working sectors. There are ten hypotheses tested from the research model that adopt a method of Structural Equation Modeling (SEM). This study will explain conflict that happens in work domain and family will affect to turnover intention both directly and indirectly using work engagement mediation. However, there is no effect between family-supportive organization environment and turnover intention of millennial generation female employees in Indonesia.

Keywords: Family-supportive organization environment · work/family conflict · work engagement · turnover intention

1 Introduction

Generation gap in workplace attracts many attentions especially in aspect of human resource management. This attraction is due to several generations working side by side. This is the most urgent challenge faced by the organization to manage the workforces consisting of intergenerational so that there is no lack of skilled workers [1]. Currently, the millennial generation is the generation with the largest number of 1.8 billion people, equivalent to 23 percent of the global population [2].

According to the National Socioeconomic Survey conducted in 2017, the millennial generation is those who were born between 1981–2000, recorded 88 million people, representing 33.75%. The large population of the millennial generation is an important matter for organization to consider. Referring to several previous studies, organization faces challenges in maintaining the millennial generation because they can quickly leave their works compared to previous generations.

Results of research conducted by Ertas [3] stated that the turnover intention on millennial generation is high compared to the other generations. Now organizations that

want to achieve long-term success need to manage the challenges of intergenerational differences in the world of work with the increasing population of the millennial generation. Therefore, it is really important to understand the motivation of the millennial generation to maintain them. By maintaining the millennial generation or turnover level will increase the organization's productivity.

Various previous studies had given several similar definitions about turnover intention. The term turnover intention or the desire to quit is defined as an employee's step to leave the organization voluntarily [4]. Various reasons for the emergence of intention to leave the company have been widely discussed by previous studies. The employee who chose to leave the organization is due to opportunity and more interesting offers. Therefore, it is important for organization to carry out activity that identifies the impact of something that can make employees decide to change job.

One of the important factors that is predicted in effecting turnover intention is conflict between work and family. Most workers consider matters involving work and family to be an important part that must be managed properly. Where work and family have the same demand so that it can lead to conflict between roles [5]. Foley, Hang-Yue, and Lui [6] distinguish conflict from work and family involvement divided into two, which are dispute originating from a work activity (work-family conflict) and dispute originating from an activity in the family (family-work conflict).

In the present, there are many women enter working world to fulfill their economic meet. The domination of patriarchy culture in Indonesia made a woman became difficult to balance the workload due to the responsibility in her family. As in China, gender difference has impact on family demand where women tend to worry about family matters. Furthermore, woman is expected to become the primary caretaker of their children [7].

Netemeyer, Boles, and McMurrian, [8] distinguish the disputes into two, work-family conflict and family-work conflict. Work-family conflict is a dispute of two roles involving general pressure from the length of time and the existence of a dispute resulting from a job which resulted a disruption in the implementation of obligations related to the family. Contrarily, family-work conflict refers to a form of inter-role dispute between time spent on demand and pressure generated by the family therefore disrupting the work obligations [8]. In brief, it can be said that work-family conflict describes the presence of problem related to work that slips to the family matters at home such as having a take-home job. Meanwhile, family-work conflict describes the presence of family matter at home that disturbs the work at workplace such as dealing with childcare issues while at work.

Another important variable that is predicted affecting the desire of an employee to quit work is work engagement. Several previous studies have discussed work engagement with turnover intention. Work engagement is a part of significant factors of company in achieving their goals. This is because employees are the biggest power for organization. Employee who engages with his/her work will have a better opportunity for organization resulting in lower intentions to quit [9].

In this research model will develop family-supportive organizational environment variables to see the effect on work-family conflict, family-work conflict, and turnover

intention. Taheri [10] proved that there is a significant relationship between family-supportive organizational environment and turnover intention. A supportive organizational environment for employees will determine the commitment and intention to remain in the organization. In addition, this research will focus on millennial generation female employee. Where the millennial generation is currently the largest generation in the world of work.

2 Literature review

A. Turnover Intention

Turnover intention is the conscious and intentional willingness of employees to leave their company [11]. Mobley [4] explained the process of decision-making of employee to quit or remain at his/her current work by evaluating the work. After evaluating their work, the employee's emotional state is illustrated regarding job satisfaction. If the employee is not satisfied then one of the consequences is the thought of quitting or other consequence such as absenteeism and passive work behavior. Employee also rates the expected search utility and termination fee. Evaluate the expected search utility such as describing the approximate probability of finding an alternative to work. Termination fee describes what considers losing seniority, company benefits, etc. If the termination fee is high and/or the expected search utility is low, then the individual can re-evaluate his/her current job to reduce the thought of quitting and vice versa.

B. Family-Supportive Organization Environment

Thomas & Ganster [12] mentioned that family-supportive organization environment or family-supportive work environment is a combination of two main components: family-supportive policies and family-supportive supervisors. Those two components are the organization effort to support their employees needs to balance work and family responsibility. The policy that support family such as flextime and childcare that helps in managing family responsibility daily became simpler. The second component is supportive superior is managerial support to show the extent to which superior is sensitive and supports the employee's family responsibility. A supportive superior is sympathetic and sensitive to the tendency of the employee to maintain a balance between work and family. In addition, they are who committed to help the employee to fit in with his/her job and family obligation.

The existence of policy and superior that support the family has been recommended as a means to develop employee work attitudes and behaviors such as organizational commitment, job satisfaction, turnover intention, and health outcome. The existence of policy that supports the family can reduce the tension of work and family conflict which shows that it can increase one's control over the things that produce conflict [12].

C. Work/Family Conflict

Work-family conflict (WFC) is defined as a type of dispute that involves role from work domain does not match with the demand of role in family [13]. On the contrary, family-work conflict (FWC) will be seen as a type of dispute in family and working activity where the role demand when doing activity in family domain does not match with the demand when doing activity at work [13]. The main idea about WFC and

FWC is that both work and family need time and energy. Work provides income source, financial security, and status. Meanwhile, family provides stability, emotional support, and intimacy with people that are considered important in life. Because both domains need many times, attention, and individual participation, therefore conflict between roles often happens.

Several previous studies have analyzed the relationship between WFC and FWC with potential consequences such as higher emotional exhaustion, desire to quit, and lower working performance. Therefore, previous study has proven that high WFC and FWC in workplace have the ultimate solution for employees to leave the organization.

D. Work Engagement

Work engagement is positive a state of mind related to work that affects the health and desire of employee to work [9]. Experience and positive emotion enable the employee to increase the work satisfaction and organization commitment so that it decreases the desire to move. Contrarily, the employee who does not feel involved is thinking about quitting his/her job. Several previous studies have proven that work engagement is a mediation for turnover intention. In relation to the conflict between work and family, Islam, Ahmad, Ahmed, and Ahmer [14] stated that conflict between work and family reduces work involvement and increases turnover intention. Due to the demands between the two roles, the excessive time allocation for one of the domains and the pressure makes the individual unable to fulfill the responsibility of the other role, caused a conflict between work and family. Therefore, this affects employee work engagement at work [14].

3 Methods

Based on the literature review discussed earlier, the following is an image of the research model used (Fig. 1).

The hypotheses of the research are:

Hypothesis 1: Family-supportive organization environment has a negative impact and significant on turnover intention.

Hypothesis 2: Family-supportive organization environment has a negative impact and significant on work-family conflict.

Hypothesis 3: Family-supportive organization environment has a negative impact and significant on family-work conflict.

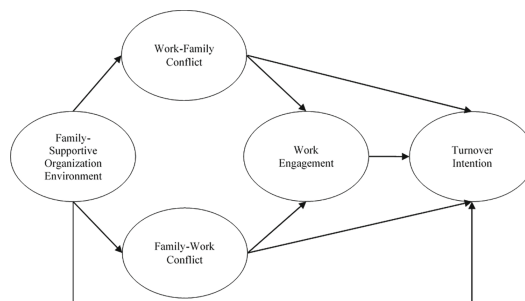


Fig. 1. Research Model.

Hypothesis 4: Work-family conflict has a positive impact and significant on turnover intention.

Hypothesis 5: Family-work conflict has a positive impact and significant on turnover intention.

Hypothesis 6: Work engagement mediate the relationship between work-family conflict and turnover intention.

Hypothesis 7: Work engagement mediate the relationship between family-work conflict and turnover intention.

A. Sample and Procedures

This study took sample of millennial females in Indonesia. This research obtained as much as 195 respondents. However, not all data can be processed because there were several respondents who did not fit the research criteria. Thus, the data processed into 185 respondents. Research data collection was carried out by distributing online questionnaires using the Google Form media.

The majority of respondents are undergraduate graduates (84.9%), single (69.73%), permanent employees (59.5%), and live with their families (77.8%). In addition, respondents are employees or staff (76.8%).

B. Measurement

The questions about family-supportive organization environment used the instrument developed by Allen [15] consisting of 14 questions. One of question items is “The company I work for thinks that the company’s way of moving forward is by embracing employees not only in work matters but outside of work”.

Work-family conflict used the instrument developed by Netemeyer, Boles, and McMurrian [8]. One of the question items is “The demands of work at work that are given to me make things that I want to do at home left unfinished”.

Family-work conflict used the instrument developed by Netemeyer, Boles, and McMurrian [8]. One of the question items is “Life in my family or household interferes with my responsibility at work such as working on time, completing daily task and working overtime”.

Questions about work engagement used the instrument developed by Schaufeli, Bakker, and Salanova [16]. One of the question items is “When I wake up in the morning, I feel excited to go to work”.

Questions about turnover intention used the instrument developed by Mobley, Griffeth, Hand, and Meglino [17]. One of the question items is “I will quit from this work as soon as possible”.

4 Results and Discussion

A. Results

This research used Lisrel 8.8 software with Structural Equation Modelling (SEM) data analysis technique to process and analyze the data and hypothesis test. Based on the result of the measurement model test, the RMSEA value was 0.076 or less than 0.08, which means good fit. RMSEA value is an absolute fit measuring which determines the overall degree of prediction of the model. In addition, the incremental fit measurement

result, which are NFI, NNFI, RFI, CFI, and IFI showed a value of more than 0.90. So, it can be concluded that the value of the overall fit of the model is good. In addition, all model fit values can still be increased again in the advanced measurement model fit test.

Out of 36 indicators, there is one indicator that has t-value less than 1.96 and SLF value less than 0.50 which is WE6. Therefore, the WE6 indicator will be excluded from further analysis because it did not meet the validity standard. Based on the advanced measuring model was obtained RMSEA value of 0.050 which means there was a decline from the previous measuring became better which is close fit. The incremental fit measurement, including NFI, NNFI, RFI, CFI, and IFI, showed a value that was greater than the value of the previous measurement. Thus, it can be concluded that the value of the overall fit of the model is good which can reflect the relationship between latent variables. From the results of calculating variance extracted (VE) ≥ 0.50 and construct reliability (CR) ≥ 0.70 . Therefore, it can be concluded that all of these variables are reliable (Fig. 2).

The test result of the first hypothesis based on track chart analysis, can be concluded that the hypothesis is rejected. This can be seen from the t-value of -1.07 and SLF value -0.08 . This showed that family-supportive organization environment does not affect the turnover intention on millennial female employees.

The test result of the second hypothesis showed t-value between family-supportive organization environment on work-family conflict is 4.41. Thus, it can be said that from the absolute t-value, the hypothesis is accepted. Where the better the working environment that supports family, the lower the work-family conflict that happens on millennial female employees.

The test result of the third hypothesis based on structural model analysis, it can be seen that the t-value is 2.76. Even though it has a significant t-value, this hypothesis is rejected. This is due to this research family-supportive organization environment has a positive impact on family-work conflict or the opposite with the hypothesis. Where the better the company environment that supports family, then it will still affect the family-work conflict that occurs in millennial female employees.

The test result of the fourth hypothesis showed t-value between work-family conflict on turnover intention of 4.11. Thus, it can be said that from the t-value, the hypothesis

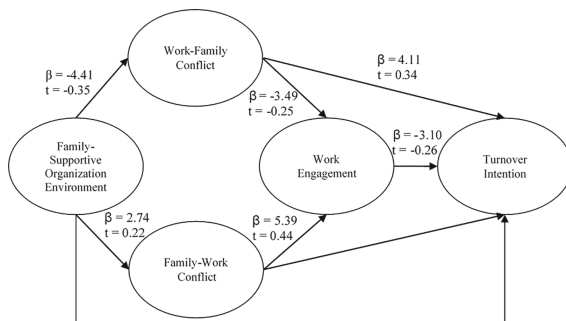


Fig. 2. Hypothesis Test Results.

is accepted. It can be said that the higher the work-family conflict in the company, the greater the turnover intention for millennial female employees.

The test result of the fifth hypothesis showed t-value between family-work conflict on turnover intention is 2.40. Thus, it can be said that from t-value, the hypothesis is accepted. SLF value from the effect of family-work conflict on turnover intention is 0.20 which means family-work conflict has an effect as big as 20% on turnover intention. Thus, it is further said that the higher the family-work conflict in the company, the greater the turnover intention on millennial female employees.

The sixth hypothesis tested the mediation role of work engagement between work-family conflict and turnover intention. Based on the measuring result of structural model, it is known that the t-value is 2.39 which means the hypothesis is accepted. Work engagement partially mediated the positive effect between work-family conflict on turnover intention. This is because the value of the direct effect is greater than the indirect effect, which is equal to 0.34. Meanwhile, the value of the indirect effect between work-family conflict on turnover intention is 0.07.

The seventh hypothesis tested the mediation role of work engagement between family-work conflict and turnover intention. It is known that the t-value of the work engagement mediation role is -2.71 . Furthermore, the t-value and SLF on the direct effect between family-work conflict and turnover intention are positive and significant. Thus, it can be concluded that the hypothesis is accepted. Where there is mediation effect work engagement variable on family-work conflict and turnover intention with mediation type competitive mediation.

B. Discussion

This research is addressed to identify the effect of family-supportive organization environment on turnover conflict, work-family conflict, and family-work conflict. As well as the effect of work-family conflict and family-work conflict on turnover intention and also through work engagement mediation on millennial generation female employees. This research found that family-supportive organization environment does not have effect in reducing the turnover intention and family-work conflict. In addition, this research also found that work-family conflict and family-work conflict can encourage employee turnover intention, both directly and mediated by work engagement among millennial female employees in Indonesia.

Based on the hypothesis test result, it is formulated that if the company wants to reduce the high turnover intention of millennial female employee, then the company needs to increase employee work engagement. To increase the employee work engagement of the employees, the company need to ensure that the work given does not require the time that should be given to the family of these millennial female employees. The role demand of work does not interfere with the role in family can be achieved by providing a supportive work environment for family with policy that supports and the support from the superior. Although, it will not affect the conflicts that come from the family, the company must still provide a supportive work environment for the family. This is because if a female employee of the millennial generation experienced conflict that comes from the family, they will actually increase their involvement in work. This is in line with research by Bennett, Beehr, & Ivanitskaya [18] where the millennial generation has a tendency to face conflicts caused by family compared to other generations.

The aspect that needs to be considered is the work environment that supports family has an effect in the employee's work outcome and positive effect on millennial generation female employees in Indonesia. This result is consistent with the existing literature that showed that family-supportive organization environment has positive effect on the employee's work outcome [10]. This is because the employee feels supported by their organization may have a bigger control over work problems and family, as well as better handling of work and life problems. Nowadays, there are more big companies that have family supportive policy such as working hours flexibility and workplace. However, smaller companies that do not enough resources may be difficult in providing flexibility. Therefore, companies can still try to create a supportive family organizational atmosphere that allows for millennial female employees to deal with their work and family issues such as ensuring a work environment that is not too rigid.

5 Conclusion

Overall, the results gave support to five hypotheses of the research. Based on the finding of the research, it can be said that to reduce the turnover intention, it is not enough just to pay attention to one's work involvement, but to pay attention to whether there is a conflict between work and the family of a millennial female employee. In addition, a family supportive work environment can reduce the conflict caused by the work domain on family. Therefore, a healthy work environment contributes on the employee's perspective on their work where it is indirectly affecting their willingness to remain employed.

The research that was conducted only focused on millennial participation and was only carried out at one time during the Covid-19 pandemic. The next study may consider to research on generation Z. This is because several generation Z have reached working age who just entered the world of working. The next study can use the other working behavior variable which is potentially to affect the turnover intention such as employee performance caused by the conflict that happens.

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