

GENDER DIFFERENCE ON THE MODELING OF *TURNOVER INTENTION BEHAVIOR*

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Abstract

Turnover effects on companies that tend to lead to losses as well as the results of inconclusive studies on variables that explain *turnoverintention*. However, studies that compare *turnover intention* between male and female employees on the model developed were still very limited. These empirical and theoretical findings direct this study to conduct comparative studies on male and female employees. The study was conducted on male and female employees in various industries. Interviews using questionnaires are data collection techniques used in this study. The acquisition of the data is used to test the model, the influence among variables and comparative studies using AMOS as the statistical approach. The results of the study show that turnover intention in women is higher than that of men. The high turnover intention in women is caused by the decrease in organizational commitment due to the increase in job stress.

Keywords: workload, work family conflict, job stress, organizational commitment, turnover intention

Introduction

Many studies related to *turnover intention* have been carried out. For companies, *turnover* is serious problem. There are a number of underlying reasons, namely (1) *employee turnover* causes the companies to lose the inherent capabilities of the employees who resign. (Wahyuni, Zaika, Anwar, 2014), (2) the disruption of company performance starting from the unstable condition of the workforce amount, the decrease productivity of the employees, and the inconducive work atmosphere (Nahusona, 2004; Joarder et. al, 2011).

Various studies related to variables that explain *turnover intention* have been studied. Of many of these studies, this study has carried out review presented in the following table.

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Table 1. Research Gap of the Studies Previous

The Influence Among Variables	Researcher	Findings
Job Stress → Organizational Commitment	Ariawan and Sriati (2018), Iresa, Utami and Prasetya (2015)	Job stress has significant negative effect on organizational commitment
	Tarmizi and Dewi (2017)	Job stress has significant positive effect on organizational commitment
	Viktorius and Dhamayanti (2013)	Job stress has unsignificant negative effect on organizational commitment
Work Family Conflict → Organizational Commitment	Utama and Sintaasih (2015), Sihalo and Handayani (2018), Ayu (2012), Iresa, Utami and Prasetya (2015)	Work family conflict has significant negative effect on organizational commitment
	Buhali and Margaretha (2013)	Work-family conflict has unsignificant positive effect on organizational commitment
	Rantika and Sonjoyo (2011)	Work-family conflict has unsignificant negative effect on organizational commitment
Organizational Commitment → <i>Turnover Intention</i>	Firdaus (2017), Wahyuni, Yulvi and Anwar (2014)	Organizational commitment has significant positive effect on <i>turnover intention</i>
	Nasution (2017), Utama and Sintaasih (2015)	Organizational commitment has significant negative effect on <i>turnover intention</i>

Source: Summarized from Different Previous Researches, 2019

Although studies on *turnover intention* have been carried out, but the studies still indicate inconclusive results.

Besides the *turnover* problem, the company is also faced with the change in the composition of the workforce. The results of the National Labor Force Survey (Sakernas) indicate that the percentage of female workers has increased from year to year. This is an indication of the high enthusiasm of women to enter the workforce. Economic factor, the more opened employment opportunities for women, gender equality are the reasons that arise when women decide to work. Of course, hiring female employees gives its own consequences for the company. Wanous (1980) in his study stated that *turnover* conducted by women tends to be higher compared to men. However, empirical studies that test the models developed based on gender comparatively are still limited. The empirical and theoretical phenomena become the justification in this study that studies related to *turnover intention* are still relevant, interesting and opportunities are still opened for further study.

Literature Study and Hypothesis Development

Turnover Intention

Turnover intention according to Zeffane (1994) is the tendency or the desire of the employees not to continue their work. *Turnover intention* according to Robbins (2006) can be done voluntarily (*voluntary turnover*) or not voluntarily (*involuntary turnover*). *Voluntary turnover* is an outgoing decision made by the employees based on their own desires. It is usually caused by the degree of attractiveness of a job or related to the availability of another more promising job. *Involuntary turnover* leads to the termination of employment by the company to its employees (Shaw et. al., 1998).

The Effect of Workload on Job Stress

Salleh, Bakar and Keong (2008) interpret job stress as a form of the employees body or mental responses because of the pressure, strength or tendency of a job. One type of pressure is workload. Employees who work for a company will carry out a series of responsibilities with the *job description* and position entrusted to the employees. Often, the demands of responsibility arising from a job overtake the *job description* so that resulted in workload. Workload occurred continuously and accumulated gradually will cause job stress.

The effect of workload on job stress have been studied. Research by Yo and Surya (2015), Kusuma and Soesatyo (2014), Hatmawan (2015), Suarthana dan Riana (2016) found that Workload has significant positive effect on job stress.

Referring to the description that explains the influence and strengthened by the previous studies, the following hypothesis is developed:

H1: Workload has positive effect on job stress

The Effect of Job Stress on Organizational Commitment

Khatibi et.al., (2009) and Firth et.al., (2004) stated that there was negative relationship between job stress and organizational commitment. The employees with high stress level had implications toward their low organizational commitment. Likewise, Velampy and Aravinthan (2013) stated that there was negative relationship between job stress and organizational commitment. Moncrief et.al., (1997) argued that there was significant and negative effect of job stress and organizational commitment that greatly influenced the sustainability of the organization. The roles of conflict and the ambiguous roles as the

stressors influence on the decrease on organizational commitment, which means there is negative and significant relationship between job stress and organizational commitment (Pool, 2000). Cha et.al., (2011) stated that job stress has significant and negative relationship on organizational commitment. Job stress has negative effect on organizational commitment because the higher stress results, it will give result in the decrease on organizational commitment (Iresa et.al., 2015).

Other researchs by Tiwari and Mishra (2008), Ariawan and Sriati (2018), Ain, Iqbal, Aiman, Khawar and Rizwan (2014), Iresa, Utami dan Prasetya (2015), Bhatti, Bhatti, Akram, Hashim and Akram (2016), Tarmizi dan Dewi (2017) also found that job stress has significant negative effect on organizational commitment. The contrary, research by Viktorius dan Dhamayanti (2013) found that job stress has negative insignificant effect on organizational commitment.

Referring to the description that explains the influence and strengthened by the previous studies, the following hypothesis is developed:

H2: Job stress has negative effect on organizational commitment

The Effect of Work Family Conflict on Organizational Commitment

The excessive workload, the long working hours, the inflexibility of operating hours, the company policies regarding holidays and working hours that is very tight often lead to work-family conflict (Moqsood et.al., 2012). Work family conflict can influence organizational commitment before the employees finally have to leave work (Carlson et.al., 2010). However, the direct relationship shows that the employees will keep enjoying their work despite experiencing *work-family conflict*, but because family pressure is strong enough it can force them to leave work (Agustina, 2008).

Previous research have examined the effect of work family conflict on organizational commitment. Researchs by Utama and Sintaasih (2015), Sihaloho and Handayani (2018), Puspitasari (2012), Iresa, Utami and Prasetya (2015), Jenitta and Elangkumaran (2013), and Malik, Awan and Ain (2015) found that work family conflict has significant negative effect on organizational commitment. But, the research of Buhali and Margaretha (2013) showed that work family conflict has positive insignificant effect on organizational commitment. While the research of Rantika and Sonjoyo (2011) showed that Work family conflict has negative insignificant effect on organizational commitment.

Referring to the description that explains the influence and strengthened by the previous studies, the following hypothesis is developed:

H3: Work family conflict has negative effect on organizational commitment

The Effect of Organizational Commitment on Turnover Intention

Hendrayani (2013) stated that organizational commitment has significant effect on Turnover Intention. Someone who has high commitment will have identification toward the organization, the leader is faced with the commitment to entrust the tasks and responsibilities to subordinates. The employees who have strong effective commitment will stay with the organization because they want to stay (*because they want to*). The employees who have strong continuous commitment will stay because they have to live with the organization. The employees perceptions of high organizational commitment will result in the employees intention to leave is low. Vice versa, when the employees lack of organizational commitment, the intention to leave will be even higher (Tumbelaka et al., 2016).

Many studies, such as Wahyuni, Zaika and Anwar (2014), Firdaus (2017) found that organizational commitment has positive significant effect on turnover intention. While the research by Utama and Sintaasih (2015), Ahmed and Nawaz (2015), Bhatti, Bhatti, Akram, Bilal and Akram (2016) and Nasution (2017) showed that organizational commitment has negative significant effect on turnover intention.

Referring to the description that explains the influence and strengthened by the previous studies, the following hypothesis is developed:

H4: Organizational commitment has negative effect on turnover intention

Comparative Gender-based Turnover Intention Modeling

The entry of women in the workforce has different consequences for both the female employees themselves and for the company. For women who decide to work, it raises the consequence that women will do two jobs, namely work as housewives and as employees (Amelia, 2010). This is not faced by male employees whose main task is to work. Wanous (1980) in his study stated that *turnover* conducted by women tends to be higher compared to the men.

Referring to the description that explains the influence and strengthened by the previous studies, the following hypothesis is developed:

H5: *Turnover intention* modeling in men is different from women

Reserach Method

Population and Sample

Population and at the same time the sample that became the object of this study are the private employees in Semarang city collected during the study period.

Table 2. The Distribution of Research Samples

Industry	Male	Female
Banking	21	19
Automotive	17	11
Pharmacy	25	31
Education	19	33
Garment	27	36
Total	109	130

Source: Processed Primary Data, 2019

Technique of Data Collection

Data collection was done through interview by using questionnaire. Scoring for the answers given by the respondents. The primary data used 1-7 interval scale.

The Development of Variable Measurement Indicators

Operationalization of the research variables measurement is carried out by using the following indicators.

Table 3. The Definition of Operational and Indicator on Research

Variable/ Attribute	Indicator	
Workload	X1:	The number of jobs
	X2:	Job target
	X3:	Boredom
	X4:	Overload
	X5:	Work pressure
	Source: Utomo (2008), ZakiandMarzolina (2016), Askiyanto, Soetjipto, Suharto (2018)	
Job Stress	X6:	Restless / nervous
	X7:	Easy to get angry
	X8:	Easy to get tired
	X9:	Notfocus
	X10:	Conduct many work mistakes
Work Family Conflict	X11	Job demands interfere my family's life
	X12	The high time of work makes it difficult for me to fulfill family responsibilities
	X13	The things I want to do at home can not be done because of the job demands
	X14	My work produces fatigue which makes it difficult for me to fulfill family duties
	Source: Rehman andWaheed (2012), Buhali andMargaretha (2013)	
Organizational Commitment	X15	I would love to spend the rest of my career with this organization
	X16	I feel part of this company
	X17	Moving from one company to another is not ethical for me
	Source: Boehman (2006), Canipe (2006), Greenberg (2005), Karrasch (2003), Turner &Chelladurai (2005), Buhali andMargaretha (2013)	
Turnover Intention	X18:	The individual has tendency to think to leave the organization
	X19:	Possibility for individual to look for a job in other organization
	X20:	Possibility for individualto leave organization
	X21:	Possibility for individualto leave organizationin the near future
	X22:	Possibility for individual to leave the organization if there is a better chance
Source: Adopted from Lee andMowday's (1987), Abelson's (1987), Jehanseb's et.al (2013) studies		

Source: Developed from Various Journals for this Study, 2019

Analysis Technique

The research model and the influence among variablestesting were carried out using Structural Equation Modelling (SEM).

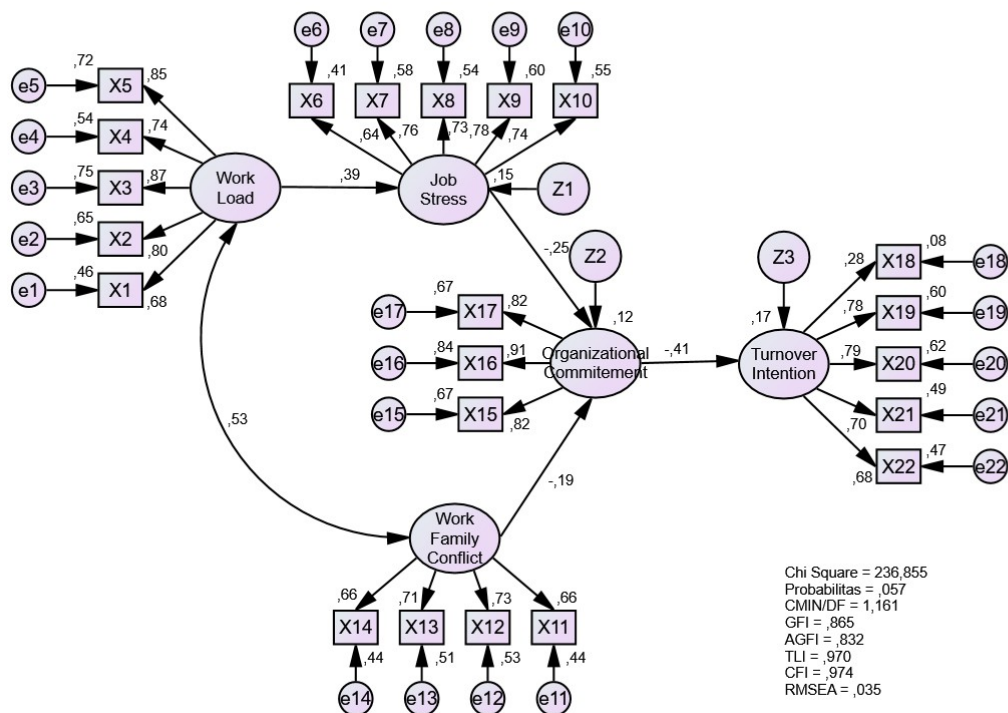
Result and Discussion

Full Model Testing

1. Feasibility Testing of Research Model

The testing of the research model developed in this study and the influence among variables were carried out using SEM. The following is the result of the full modeltesting.

Picture 1. Research Model Testing



Source: Processed Primary Data, 2019

The table below presents information on the feasibility testing of the research model developed in this study.

Table 4. Feasibility Test Results of the Research Model

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	Result	Model Evaluation
Chi-Square (df = 204)	<238,322	237,680	Good
Probability	≥ 0,05	0,053	Good
CMIN/DF	≤ 2,00	1,165	Good
GFI	≥ 0,90	0,915	Good
AGFI	≥ 0,90	0,895	Marginal
TLI	≥ 0,95	0,983	Good
CFI	≥ 0,95	0,985	Good
RMSEA	≤ 0,08	0,026	Good

Source: Processed Primary Data, 2019

Table 4 above contains the testing results of the feasibility of the model where the overall testing criteria are in good category or meet the required assessment criteria. The calculation of *Chi-Square* value of the testing model is 237.680, in the critical value / *Chi-Square* table with $df = 204$ is 238.322. Similarly, other index values such as CMIN / DF, GFI, TLI, CFI, and RMSE are also included in the good category. The result of the calculation *Chi-Square* value is greater than the critical value / table and the index values that meet the criteria indicate that the research model is not different from the estimated population / model, in other words the model is considered good (accepted).

2. Testing of Variable Influence on the Full Model

Whether there is a real effect of causality or not is analyzed from the value of *Critical Ratio* (CR) and probability that is done to test the four hypotheses proposed in this study.

Table 5. Hypothesis Testing

			Std Estimate	Estimate	S.E.	C.R.	P
Job Stress	←	Workload	0,509	0,436	0,071	6,119	0,000
Organizational Commitment	←	Stres_Kerja	-0,168	-0,200	0,095	-2,096	0,036
Organizational Commitment	←	Work Family Conflict	-0,184	-0,223	0,102	-2,197	0,028
Turnover_Intentio n	←	Organizational Commitment	-0,348	-0,092	0,035	-2,603	0,009

Source: Processed Primary Data, 2019

a. Workload - Job Stress Testing

The standardized estimate value is 0.509, the CR value 6.119 with the probability of 0.000 is the result of the parameters estimated in the testing of the effect of workload on job stress. The probability value of 0,000 indicates that

workload is proven to have significant positive effect on job stress statistically, meaning that the increase of workload causes the increase of job stress.

b. Job Stress - Organizational Commitment Testing

The standardized estimate value is -0.168, the CR value of -2.096 with the probability of 0.036 is the result of the parameters estimated in the testing of the effect of job stress on organizational commitment. The probability value of 0.036 indicates that job stress is proven to have significant negative effect on organizational commitment statistically, meaning that the increase of job stress causes the decrease of organizational commitment.

c. Work Family Conflict - Organizational Commitment Testing

The standardized estimate value is -0.223, the CR value of -2.197 with the probability of 0.028 is the result of the parameters estimated in the testing of the effect of work family conflict on organizational commitment. The probability value of 0.028 indicates that work family conflict is proven to have significant negative effect on organizational commitment statistically, meaning that the increase of work family conflict causes the decrease of organizational commitment.

d. Organizational Commitment - Turnover Intention Testing

The standardized estimate value is -0,348, the CR value of -2.603 with the probability of 0.009 is the result of the parameters estimated in the testing of the effect of organizational commitment on turnover intention. The probability value of 0.009 indicates that organizational commitment is proven to have significant negative effect on turnover intention statistically, meaning that the increase of organizational commitment causes the decrease of turnover intention.

Comparative Analysis of Turnover Model Based on Gender

1. Feasibility Test of Model Based on Gender

The following are the results of comparative testing of research models based on gender.

Table 6. The Results of Research Model Feasibility Test Based on Gender

<i>Goodness of Fit Index</i>	<i>Cut off Value</i>	Male		Female	
		Result	Model Evaluation	Result	Model Evaluation
Chi-Square (df = 204)	<238,322	237,253	Good	236,855	Good

Probability	$\geq 0,05$	0,055	Good	0,057	Good
CMIN/DF	$\leq 2,00$	1,163	Good	1,161	Good
GFI	$\geq 0,90$	0,834	Marginal	0,865	Marginal
AGFI	$\geq 0,90$	0,795	Marginal	0,832	Marginal
TLI	$\geq 0,95$	0,962	Good	0,970	Good
CFI	$\geq 0,95$	0,966	Good	0,974	Good
RMSEA	$\leq 0,08$	0,039	Good	0,035	Good

Source: Processed Primary Data, 2019

The table above shows that the calculation *Chi Square* value for each group is smaller than the critical Chi Square value as well as the significance value which is greater than 0.05. These results indicate that there is no difference between the sample covariance matrix and the estimated population covariance matrix or in other words the model is accepted or fit.

2. The Influence of Variables Testing Based on Gender

This sub-section provides an explanation about the influence among variables based on each group gender.

Table 7. Hypothesis Testing Based on Gender

The Influence of Variables			Male				Female			
			Std Est	C.R.	P	Finding	Std Est	C.R.	P	Finding
Job Stress	←	Workload	0,647	4,971	0,000	Accepted	0,393	3,607	0,000	Accepted
Organizational Commitment	←	Job Stress	-0,086	-0,709	0,478	Rejected	-0,248	-2,344	0,019	Accepted
Organizational Commitment	←	Work Family Conflict	-0,201	-1,589	0,112	Rejected	-0,189	-1,741	0,082	Rejected
Turnover Intention	←	Organizational Commitment	-0,289	-1,141	0,254	Rejected	-0,407	-2,458	0,014	Accepted

Source: Processed Primary Data, 2019

Discussion

Based on the results of the influence among variables testing presented in table 11 above, it can be seen that in the male group, the workload is statistically proven to have significant positive effect on job stress. This means that the increase of workload will have an impact on the increase of job stress on male employees. The influence of other variables does not show tangible results. This means that job stress and work family conflict do not actually explain the variation in organizational commitment. Similarly, organizational commitment that goes up or down does not clearly explain the occurrence of turnover intention. This finding provides scientific and empirical evidence that men can experience

job stress due to the increase of workload. However, this increase in job stress does not trigger changes in other variables given the more important role of men in the family, namely as a source of family economy.

The testing results in the women group showed different results from the male group. Testing in women group shows that workload can lead to job stress. Job stress according to the results of this study can lead to changes in organizational commitment. However, this is not the case with work family conflict that does not show real effect on organizational commitment. Still from the results of this study, organizational commitment can significantly influence the occurrence of turnover intention.

Managerial Implication

The work force has undergone a shift. The interest of women to enter the workforce has increased. Economic reason and equality are the dominant reasons underlying the women enter the world of work. However, companies need to observe that it turns out that hiring women as employees is of course having different consequences than male employees. The results of this study indicate that female employees tend to have higher turnover intention than the male employees. The decrease of organizational commitment triggered by job stress and the increase workload are the variables that explain why the occurrence of *turnover intention* in female workers is higher than in men.

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