

**THE EFFECT OF JOB STRESS AND WORK FAMILY CONFLICT ON TURNOVER INTENTION MODERATED BY PERCEIVED ORGANIZATION SUPPORT**

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**ABSTRACT**

This study aims to determine the role of job stress and work-family conflict on turnover intention with perceived organizational support as a moderator. The subjects in this study were employees of PT. SR numbered 156 people. Data analysis using SEM PLS. The results of this study indicate that the effect of job stress on turnover intention has a positive and significant effect. Work-family conflict on turnover intention has a positive and significant effect. Perceived organization support weakens the effect of job stress on turnover intention. Perceived organization support weakens the effect of work family conflict on turnover intention. The implication of the study is that this study confirms the theoretical concept of social exchange theory, although in its implementation there are still things that need to be evaluated on the variables of job stress work family conflict, and perceived organization support. Companies need to pay attention to the implementation of job stress, work family conflict, and perceived organization support comprehensively, because they determine their effect on turnover intention. This study can also be used as a recommendation for a company to choose perceived organization support as a way to moderate the effect of job stress and work family conflict in weakening employee turnover intention.

**Keyword:** Job Stress Work Family Conflict, Perceived Organization Support, Turnover Intention.

**1. INTRODUCTION**

The phenomenon of turnover intention often occurs in a company. If this problem occurs it will affect the efficiency of the company as a whole, because management will spend more time with the affairs of the entry and exit of employees. Saeed, Waseem, et al (2014) reveal that every organization needs to know the cause of turnover, because this can cause costs for the organization, the costs incurred include employee recruitment and selection costs.

At this time, turnover intention has occurred a lot which resulted in the exit of employees from the company. Based on the results of the Deloitte Millennial Survey (2016), it is stated that, over the next five years the number of employees who have a desire to leave the organization is 66% with 27% of employees having a desire to remain in the organization, while the remaining 7% have a desire to leave the organization at that time. over the next five years. This survey involved 29 countries with the interview method. Based on the survey results, employees in Indonesia have a 62% desire to leave the company where they work for the next five years. In addition, the results of a survey conducted by the Hay Group (2014) show that the global employee turnover rate from year to year is predicted to increase and peak increase in 2014.

Employee turnover can occur in all types of companies, one of which occurs in companies engaged in the natural rubber processing industry sector, namely PT. SR. The company was founded to

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manufacture and exporter of Crumb Rubber (Crumb Rubber). PT. SR is a company engaged in the management of natural rubber. PT. SR is a branch of one of the large natural rubber processing industrial groups in Indonesia, which is located in Jambi. Precisely in Jujuhan District, Muara Bungo Regency, Jambi - Indonesia.

Indonesia is a rubber producer as well as one of the world's rubber manufacturing bases. The availability of a large area of land provides an opportunity to produce even greater natural rubber by increasing the area of rubber plantations. But more importantly, natural rubber production can be increased by improving rubber processing technology to increase efficiency, so that the output (latex) produced from the input can be more and produce less waste material. Although the natural rubber market is smaller than the synthetic rubber market, the production and consumption of natural rubber is still quite large. One of the advantages of natural rubber, among others, is seen in terms of price stability which is not directly affected by world oil prices. This is not the case with synthetic rubber prices, which are directly affected by the recent increase in world oil prices.

A high turnover rate can have a negative impact on the organization, creating instability and uncertainty in the condition of the workforce (Sulistyawati & Indrayani, 2012). In addition, turnover can worsen various productivity-related outcomes and reduce financial performance (Alimbuto & Rostiana, 2017). Kadiman and Indriana (2012) suggest that high turnover rates make organizations not benefit from training programs for employees because it will provide additional costs for finding new employees. However, turnover also has a positive impact on the organization, namely bringing the organization to a higher level of efficiency (Riley, 2006).

The factor that causes employees to have an intention to leave the company (turnover intention) is job stress (Chen, Lin, Lien, 2011). Job stress is an individual's reaction to the characteristics of the work environment that threaten physically and emotionally (Arshadi & Damiri, 2013). Job stress can be characterized by time pressure and anxiety experienced by employees (Parker and DeCotis, 1983). Stress can come from a variety of sources and can affect individuals in different ways. Sources of stress come from environmental factors such as task demands, role demands and interpersonal demands (Robbins, 2015). At a more severe stage, stress can make employees sick or even resign (Manurung & Ratnawati, 2012).

Larson and Murff (2006) explain that the level of job stress on employees can trigger job dissatisfaction which is shown through increasing the number of employee absenteeism and or psychological fatigue. Increased job stress will cause an employee's desire to leave (Chandio, Jhatial, et al 2011). Beheshtifar and Nazarian (2013) job stress is defined as a feeling that does not match the demands of the work environment with the individual's capacity to meet these demands. The researcher's explanation uses the job stress variable, which is caused by the workload received by excessive employees and the salary received is not appropriate. Therefore, if the workload received by employees increases, employees will experience physical fatigue which results in job stress (Sugiyanto, 2016). Syahronica and Rohana (2015) state that job stress is the dominant factor that affects turnover intention, this opinion is in line with research (Arshadi and Damiri, 2013) which shows that job stress has a positive relationship with turnover intention.

Another variable that affects turnover intention is Work Family Conflict (Gayzur & Jamal, 2012). This is in line with the results of interviews, revealing that employees resign citing lack of time with family due to excessive working hours and workload. Previous research conducted by Alimbuto and Rostiana (2017) explained that the cause of employees resigning was because they had a high frequency of overtime, could not accompany their wives when needed such as giving

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birth, rarely met their children, did not have time to visit their parents, could not attend family events and so on.

One of the factors that can moderate turnover intention is perceived organizational support (Maertz, Griffeth, et al 2007). Perceived organizational support (POS) refers to employees' perceptions of the extent to which the organization values contributions, provides support, and cares about employee welfare (Rhoades & Eisenberger, 2002). The attitude generated by the presence of POS is to increase job satisfaction, good performance, commitment, and reduce turnover (Dawley, Houghton, et al 2010). Eisenberger, Armeli, et al (2001) revealed that POS is an employee's belief about the extent to which the organization values employee contributions and cares about employee welfare. POS is an experience of good or bad organizational policies, norms, procedures, and actions that affect employees. So the explanation from the researcher using the POS variable is that the attitude generated by the POS variable will reduce turnover intention.

Several research results related to work family conflict and turnover intention showed inconsistent results. For example, the results of research conducted by Ghayyur and Jamal (2012) showed a significant and positive relationship between work family conflict and intention to change jobs. Meanwhile, the results of other studies, such as research conducted by Lyness and Thompson (in Eric & Kudo, 2014) and Ahmed (2014) show that there is a significant and negative relationship between work-family conflict and the intention to change jobs. Differences in research results indicate the need for other variables that also regulate the relationship between the two variables. The variable in question is the moderator variable. This variable is expected to strengthen or weaken the relationship between work-family conflict and turnover intention. With the perception of organizational support as a moderator, it is expected that the relationship between job stress and work-family conflict can be stronger or weaker. If the perception of organizational support is weak, it will also weaken the relationship between job stress and work-family conflict. On the other hand, if the perception of organizational support is high, the relationship between job stress and work-family conflict will be high as well.

## **2.LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

Waspodo & Agung (2013) turnover intention is caused by job stress experienced by employees where previous research shows that job stress has a positive and significant influence on Turnover Intention. This is discussed by research conducted by Khaidir (2016) that job stress has a positive and significant influence on turnover intention. When employees experience pressure, employees will feel stressed to think about leaving the company where they work. In addition, a similar study was conducted by Qureshi, et al (2013) that there is a positive and significant relationship between job stress and turnover intention. Another similar study conducted by Fong and Mahfar (2013) showed that job stress was positively and significantly correlated with turnover intention. Another study conducted by Yuda and Ardana (2017) showed that job stress had a positive and significant effect on turnover intention. Other studies that discuss this variable were conducted by Arshadi and Damiri (2013), Padmantlyo and Sabilla (2021).

This indicates that the higher the level of job stress felt by employees, the higher the level of turnover intention. Employees who experience high levels of job stress are more likely to look for other job opportunities and choose not to stay in their current organization.

H1: job stress has a positive and significant effect on turnover intention

Comfort and freedom from conflict is what every individual in the company expects. Conflicts

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experienced at work have an impact on families, where sometimes time spent with family must be sacrificed in order to carry out obligations in the company. This conflict can also be characterized by the occurrence of pressure in one role that will affect the performance of the other role and a mismatch of behavior in both roles, namely work and family. This has an impact on the emergence of an employee's desire to leave the company where he works because he wants to get a comfortable job by getting a balanced time between work and family. This was discussed by previous research that WFC had a positive effect on the turnover intention of Utama & Sintaasih employees (2015). These results are in line with research conducted by Ghayyur and Jamal (2012) that there is a significant positive effect between Work Family Conflict and Turnover Intention. The existence of Work Family Conflict causes individuals to have difficulty in playing a professional role. Employees will devote more of themselves to their responsibilities at work to make dreams come true for their families, but more involvement in the workplace can create Work Family Conflict in employees which has an impact on employees' desire to leave the organization. Another study conducted by Syed (2018) showed that there was a positive relationship between Work Family Conflict and turnover intention. In addition, another study by Alsam, Imran, et al (2013) that there is a positive and significant role between Work Family Conflict and Turnover intention. Other studies that discuss this research are Riptiono (2017), (Zhang, Rasheed, et al 2019) and (Chen, Brown, et al 2015).

H2: Work Family Conflict has a positive and significant effect on Turnover Intention

This research is discussed by research conducted by Ardias (2018) that POS has a negative effect on turnover intention. This means that POS is predicted to reduce the level of turnover intention. This study is in line with previous research conducted by Chaman, Ahmad, et al (2014) that POS has a negative relationship with turnover intention. POS can increase the expectation that high performing employees will be rewarded. This support can foster trust, harmony, self-confidence and good communication, so as to reduce the level of employee turnover intention. A similar previous study was also conducted by Dawley, Houghton, et al (2010) that there is a negative relationship between POS in reducing the level of turnover intention in employees. research by Shafique, et al (2018) shows a relationship between POS and turnover intention. Other studies that discuss this variable are Carl, Rodger, et al (2007), Tumwesigye (2010) and Jawahar, Hemasi (2006).

H3: Perceived organizational support has a significant and negative effect on turnover intention

Job stress in jobs with stressful characteristics, deadlines and workloads that are not balanced with work time which often causes the emergence of a desire to leave work or separate from the organization (turnover intention). This impact can be minimized by creating a positive perception of organizational support (POS) on employees. This research is discussed by research conducted by Ardiaz (2018) that POS has a significant effect in moderating the effect of job stress on turnover intention. Another study was conducted by Gok, Akgunduz et al (2017) that POS is able to moderate the effect of job stress on turnover intention. Another study conducted by Padmantlyo, Sabilla (2021) showed that social support moderating job stress on turnover intention had a significant negative effect, meaning that social support as a moderator would further weaken job stress on turnover intention.

H4: Perceived organizational support can moderate the effect of job stress on turnover intention

The discomfort experienced by employees due to WFC is felt by employees where employees cannot fulfill their roles both in work and family. This can affect the employee's desire to quit his

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job (turnover intention). This impact can be minimized by creating positive employee perceptions of organizational support (POS). This research is discussed by research by Asghar, Gull, Bashir & Akbar (2018) which shows that there is an influence of perceived organizational support on the relationship between WFC and turnover intention. previous research conducted by Syed, et al (2018) that POS plays a role in moderating the relationship between WFC and turnover intention. Previous research conducted by Alimbuto and Rostiana (2017) explained that the cause of employees resigning was because they had a high frequency of overtime, could not accompany their wives when needed such as giving birth, rarely met their children, did not have time to visit their parents, could not attend family events and so on.

H5: Perceived organizational support can moderate the effect of work family conflict on turnover intention.

### **3.METHODS**

The scope of this research includes the research location at PT. SR is a natural rubber processing industry company. The choice of research location was based on the fact that there had been a conflict that occurred in this company and had stopped operating for some time. The variables used are job stress , work family conflict, perceived organizational support, and turnover intention. As stated in the hypothesis, each will be described in the appropriate indicators and subsequently reduced to question items in the research instrument. Data were collected through interviews and questionnaires followed by validity and reliability tests and appropriate measurement methods for this study.

The population of this study were all employees of PT. SR is a company engaged in the natural rubber processing industry sector. PT. SR Jambi Branch is included in one of the large rubber processing industry groups in Indonesia with a total number of 255 employees and a total population of 156 using the slovin formula.

The data analysis method used in this study is a moderation analysis using Smart PLS which aims to determine whether the moderating variable will weaken or strengthen the relationship between the independent variable and the dependent variable. PLS almost resembles regression but more than that, which simultaneously combines the "Structural Path" model of the relationship between latent variables and their indicators. In Partial Least Square (PLS) the structural model of the relationship between latent variables is called the inner model, while the reflexive or normative measurement model is called the outer model. Data analysis and structural equation modeling using PLS software version 3.6.

### **4. RESULTS AND DISCUSSION**

#### *Evaluation of the SEM-PLS*

##### *1) Convergent Validity*

Used to measure the magnitude of the correlation between constructs and latent variables by measuring the value of the indicator score item with the variable score calculated by PLS. The individual reflection size can be seen from the standardized loading factor value. The standardized loading factor describes the magnitude of the correlation between each measurement item or indicator and its construct.

#### **Table 1. Loading Factor**

	Moderating Effect 1	Moderating Effect 2	POS (M)	job stress (X1)	Turnover Intention (Y)	Work Family Conflict (X2)
M1.1.1			0,884			
M1.1.2			0,937			
M1.2.1			0,908			
M1.2.2			0,890			
M1.3.1			0,902			
M1.3.2			0,891			
job stress (X1) * POS (M)	1,406					
Work Family Conflict (X2) * POS (M)		1,492				
X1.1.1				0,872		
X1.1.2				0,922		
X1.1.3				0,881		
X1.1.4				0,873		
X1.1.5				0,872		
X1.1.6				0,866		
X1.1.7				0,844		
X1.2.1				0,895		
X1.2.2				0,837		
	Moderating Effect 1	Moderating Effect 2	POS (M)	job stress (X1)	Turnover Intention (Y)	Work Family Conflict (X2)
X1.2.3				0,839		
X1.2.4				0,865		
X1.2.5				0,880		
X1.2.6				0,889		
X2.1.1						0,886
X2.1.2						0,881
X2.1.3						0,882
X2.2.1						0,865
X2.2.2						0,883
X2.2.3						0,866
X2.3.1						0,875
X2.3.2						0,876



	Moderating Effect 1	Moderating Effect 2	POS (M)	job stress (X1)	Turnover Intention (Y)	Work Family Conflict (X2)
X2.3.3						0,855
Y1.1.1					0,900	
Y1.2.1					0,927	
Y1.3.1					0,912	

Primary Data, 2022

The loading factor value shown in Table 1 is greater than 0.7 so it can be declared ideal, which means that the indicator is said to be valid in measuring the construct.

2) Discriminant Validity

Discriminant Validity evaluated through cross-loading, then compared the average variance extracted (AVE) value with the square of the correlation value between constructs or by comparing the square root of AVE with the correlation between constructs.

**Table 2. Discriminant Validity**

Variable	Average Extracted (AVE)	Variance square root of average variance extracted (AVE)
job stress (X1)	0,761	0,579
Work Family Conflict (X2)	0,764	0,583
POS (M)	0,814	0,662
Turnover Intention (Y)	0,833	0,693
Moderating Effect 1	1,000	1,000
Moderating Effect 2	1,000	1,000

Primary Data, 2022

The data in Table 2 shows the AVE measurement value is greater than 0.5 and the square root of average variance extracted (AVE) value is greater than the correlation value. So it can be stated that the model has a good discriminant validity value.

The second way to find out the goodness of discriminant validity is to compare the cross loading values.

**Table 3. Cross Loading**

Moderating Effect 1	Moderating Effect 2	POS (M)	job stress	Turn over	Work Famil
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				(X1)	Intention (Y)	Job Conflict (X2)
<b>M1.1.1</b>	0,721	0,801	0,884	-0,565	-0,645	-0,667
<b>M1.1.2</b>	0,615	0,679	0,937	-0,613	-0,676	-0,705
<b>M1.2.1</b>	0,594	0,672	0,908	-0,569	-0,615	-0,673
<b>M1.2.2</b>	0,630	0,703	0,890	-0,568	-0,634	-0,650
<b>M1.3.1</b>	0,649	0,719	0,902	-0,581	-0,647	-0,650
<b>M1.3.2</b>	0,662	0,719	0,891	-0,550	-0,638	-0,652
<b>job stress (X1) *</b>	1,000	0,821	0,715	-0,404	-0,381	-0,480
<b>POS (M) Work Family Conflict (X2) *</b>	0,821	1,000	0,793	-0,453	-0,536	-0,538
<b>X1.1.1</b>	-0,435	-0,462	-0,583	0,872	0,780	0,697
<b>X1.1.2</b>	-0,397	-0,439	-0,607	0,922	0,805	0,721
<b>X1.1.3</b>	-0,307	-0,369	-0,551	0,881	0,793	0,711
<b>X1.1.4</b>	-0,375	-0,402	-0,563	0,873	0,780	0,697
<b>X1.1.5</b>	-0,352	-0,418	-0,595	0,872	0,774	0,685
<b>X1.1.6</b>	-0,337	-0,395	-0,549	0,866	0,750	0,648
<b>X1.1.7</b>	-0,365	-0,365	-0,472	0,844	0,680	0,609
<b>X1.2.1</b>	-0,391	-0,435	-0,583	0,895	0,825	0,692
<b>X1.2.2</b>	-0,312	-0,378	-0,544	0,837	0,755	0,681
<b>X1.2.3</b>	-0,316	-0,333	-0,540	0,839	0,724	0,642
<b>X1.2.4</b>	-0,318	-0,376	-0,548	0,865	0,770	0,664
<b>X1.2.5</b>	-0,297	-0,366	-0,536	0,880	0,747	0,707
<b>X1.2.6</b>	-0,369	-0,390	-0,545	0,889	0,793	0,663
<b>X2.1.1</b>	-0,480	-0,526	-0,642	0,683	0,721	0,886
<b>X2.1.2</b>	-0,396	-0,462	-0,646	0,676	0,700	0,881
<b>X2.1.3</b>	-0,371	-0,435	-0,652	0,690	0,759	0,882
<b>X2.2.1</b>	-0,434	-0,451	-0,640	0,716	0,715	0,865
<b>X2.2.2</b>	-0,395	-0,476	-0,673	0,728	0,750	0,883
<b>X2.2.3</b>	-0,401	-0,463	-0,608	0,652	0,676	0,866
<b>X2.3.1</b>	-0,394	-0,441	-0,639	0,639	0,717	0,875
<b>X2.3.2</b>	-0,447	-0,489	-0,653	0,665	0,721	0,876
<b>X2.3.3</b>	-0,465	-0,489	-0,657	0,673	0,702	0,855
<b>Y1.1.1</b>	-0,319	-0,484	-0,608	0,766	0,900	0,736



<b>Y1.2.1</b>	-0,393	-0,535	-0,677	0,845	0,927	0,770
<b>Y1.3.1</b>	-0,329	-0,447	-0,664	0,799	0,912	0,743

Primary Data, 2022

The data in Table 3 shows that the cross loading value of each variable indicator has a correlation coefficient that is greater than that of constructs from other blocks. This means that the model has good discriminant validity.

3) Composite reliability

Composite reliability is an indicator used in measuring a construct to measure the internal consistency of the measuring instrument. Reliability shows the accuracy, consistency, and accuracy of a measuring instrument in using measurements.

**Table 4. Composite Reliability**

Variable	Cronbach's Alpha	Composite Reliability
job stress (X1)	0,974	0,976
Work Family Conflict (X2)	0,961	0,967
POS (M)	0,954	0,963
Turnover Intention (Y)	0,900	0,938
Moderating Effect 1	1,000	1,000
Moderating Effect 2	1,000	1,000

Primary Data, 2022

The data in Table 4 shows the value of Cronbach's alpha and composite reliability > 0.6. So it can be stated that the construct used is consistently used as a measuring tool.

4) Inner Model

The inner model is measured using several criteria, namely R2 for endogenous latent variables.

Table 3. R-square.

Endogenous Variable	R Square	Keterangan
Turnover Intention (Y)	0,862	Kuat

Primary Data, 2022

The results of the analysis of the R2 value obtained from the calculation results show a diverse distribution. Table 3 presents the calculation results obtained by using the SmartPLS software version 3.6, namely the value of R2. The results of the R2 value of 0.862 to be classified as strong. The next inner model assessment is to measure the relevance of predictions (Q2).

$$Q2 = 1 - [(1 - R1^2)]$$

$$Q2 = 1 - [(1 - 0,862^2)]$$

$$Q2 = 1 - 0,138$$

$$Q2 = 0,862$$

Based on the calculation results, the Q2 value of 0.862 means that 86.2 percent of the variation of the Turnover Intention variable is expressed by variations in job stress , perceived organizational

support and work family conflict, while the remaining 13.8 percent from variations in the value of other factors that are not included. in this research model.

Hypothesis testing results

Hypothesis testing is done by comparing the p-value with a significant level of 5 percent. If the p-value is lower than the 5 percent significant level, it means that the hypothesis is supported or accepted. The calculation results can directly be seen the path coefficient.

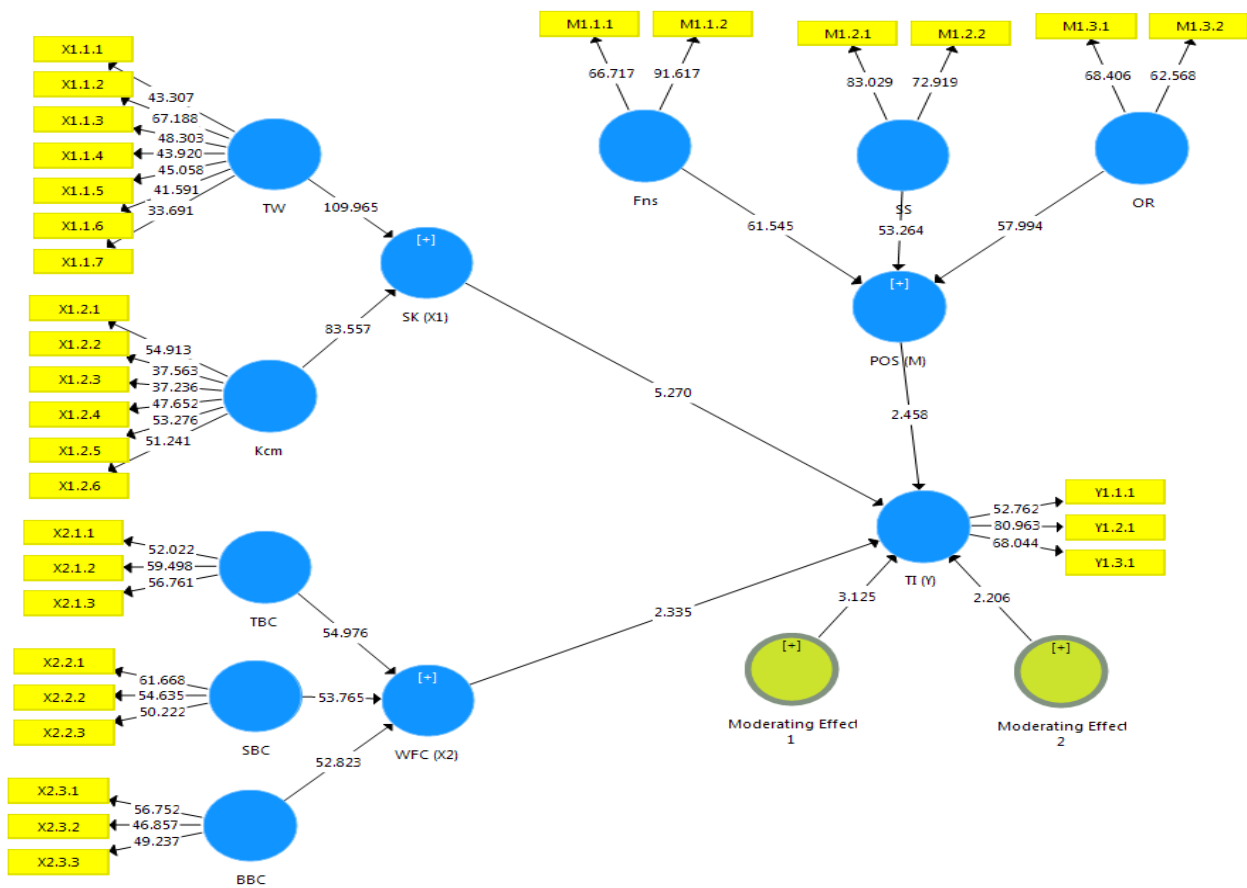


Figure 1. SEM-PLS Test Results Bootstrapping Analysis Primary Data, 2022

Table 4. Hypothesis

	Origin Sample	Standar Deviatio	T Statistics ( O/STDEV)	P Value s
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	(O)	n	(STDE	V)
<b>job stress (X1) -&gt; Turnover Intention (Y)</b>	0,585	0,111	5,270	<b>0,000</b>
<b>Work Family Conflict (X2) -&gt; Turnover Intention (Y)</b>	0,247	0,106	2,335	<b>0,020</b>
<b>POS (M) -&gt; Turnover Intention (Y)</b>	-0,181	0,074	2,458	<b>0,014</b>
<b>Moderating Effect 1 -&gt; Turnover Intention (Y)</b>	0,216	0,069	3,125	<b>0,002</b>
<b>Moderating Effect 2 -&gt; Turnover Intention (Y)</b>	-0,163	0,074	2,206	<b>0,028</b>

Primary Data, 2022

*The Effect of job stress on Turnover Intention*

The results of the SEM – PLS test on the effect of job stress (X1) on Turnover Intention (Y) show the Original Sample (O) value or a coefficient of 0.585 with a T Statistics value of 5.270 > 1.96 and P Values 0.000 < 0.05. This indicates that the first hypothesis (H1) in this study is acceptable. This means that job stress has a positive and significant effect on turnover intention.

The results showed that job stress had a positive and significant effect on turnover intention. The results of this study prove that the higher the job stress, the higher the employee's turnover intention and conversely the lower the job stress, the lower the turnover intention of PT. SR. job stress is measured based on indicators, there are 7 indicators that have scores above the average variable score, namely the respondent's perception of work that exceeds the ability limit, has too much work, feels guilty when taking time off from work, feels tight when thinking about work, gets married. with work or company, fear of taking calls, fatigue.

The confirmation obtained from the company is that there is an excessive workload received by the employees of PT. SR. This finding can be interpreted that if the work received by employees is in accordance with the limits of ability, has a job according to capacity, frees employees to take leave at any time, thinks about work properly, does not bind employees too much with work and uses physical abilities as much as possible, they will be able to make a significant contribution. significantly to reduce employee turnover intention.

This supports the research conducted by Khaidir (2016) that job stress has a positive and significant influence on turnover intention. When employees experience pressure, employees will feel stressed to think about leaving the company where they work. In addition, a similar research was conducted by Qureshi, et al (2013) that there is a positive and significant relationship between job stress and turnover intention. Another similar study conducted by Fong and Mahfar (2013) showed that job stress was positively and significantly correlated with turnover intention. Another study conducted by Yuda and Ardana (2017) showed that job stress had a positive and significant effect on turnover intention. Other supporting studies were carried out by Arshadi and Damiri (2013), Padmantyo and Sabilla (2021).

This indicates that the higher the level of job stress felt by employees, the higher the level of turnover intention and vice versa. Employees of PT. SR who experience job stress here persists to work in the company because of the very good perceived organization support that the company provides to employees.

*The Effect of Work Family Conflict on Turnover Intention*

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The results of the SEM – PLS test on the effect of Work Family Conflict (X2) on Turnover Intention (Y) show the Original Sample (O) coefficient value of 0.247 with a T Statistics value of  $2.335 > 1.96$  and P Values  $0.020 < 0.05$ . This indicates that the second hypothesis (H2) in this study is acceptable. This means that Work Family Conflict has a positive and significant effect on turnover intention.

The results showed that work family conflict had a positive and significant effect on turnover intention. The results of this study prove that the higher the work family conflict, the higher the turnover intention of PT. SR. Work family conflict as measured by indicators, there are 4 indicators that have scores above the average variable, namely respondents' perceptions of skipping family activities, emotionally drained, tired of participating in family activities/responsibilities, work effectiveness being counterproductive at home.

Confirmation that can be obtained from the company is that there is a lack of free time for the family caused by the amount of time spent at work so that it also has an impact on the psychological factors of PT. SR. This finding can be interpreted that if employees have available time for family without interfering with work, doing work properly that does not exceed the workload, it will be able to contribute to reducing employee turnover intention.

This supports previous research that WFC has a positive effect on employee turnover intention (Utama & Sintaasih, 2015). These results are in line with research conducted by Ghayyur and Jamal (2012) that there is a significant positive effect between Work Family Conflict and Turnover Intention. The existence of Work Family Conflict causes individuals to have difficulty in playing a professional role. Employees will devote more of themselves to their responsibilities at work to make dreams come true for their families, but more involvement in the workplace can create Work Family Conflict in employees which has an impact on employees' desire to leave the organization. Another study conducted by Syed (2018) showed that there was a positive relationship between Work Family Conflict and turnover intention. In addition, another study by Alsam, Imran, et al (2013) that there is a positive and significant role between Work Family Conflict and Turnover intention. Other studies that support this research are Riptiono (2017), (Zhang, Rasheed, et al 2019) and (Chen, Brown, et al 2015).

This indicates that the higher the level of work family conflict felt by employees, the higher the level of turnover intention and vice versa. Employees of PT. SR who experienced work family conflict here persisted to work in the company because of the perceived excellent organizational support provided by the company to employees.

#### *The Effect of Perceived Organizational Support on Turnover Intention*

The results of the SEM – PLS test on the test of the effect of POS (M) on Turnover Intention (Y) show the Original Sample (O) value or the coefficient of -0.181 with a T Statistics value of 2.458  $> 1.96$  and P Values  $0.014 < 0.05$ . This indicates that the hypothesis third (H3) in this study is acceptable. This means that Perceived Organization Support has a negative and significant effect on turnover intention.

The results showed that perceived organization support had a negative and significant effect on turnover intention. The results of this study prove that the higher the perceived organization support, the lower the turnover intention of PT. SR. Perceived organization support is measured based on indicators, there are 3 indicators that have scores below the average variable, namely respondents' perceptions of forgiving mistakes, consideration of the value of goals, assistance from

the company.

The confirmation obtained is that there is high social support for employees so that employees are still willing to work even though there is job stress and work family conflict experienced by employees of PT. SR. This finding can be interpreted that if the company always forgives employee mistakes, always pays attention to employee ideas and provides more assistance to employees, it will be able to contribute to reducing employee turnover intention.

This study supports research conducted by Ardias (2018) that POS has a negative effect on turnover intention. This means that POS is predicted to reduce the level of turnover intention. This study is in line with previous research conducted by Chaman, Ahmad, et al (2014) that POS has a negative relationship with turnover intention. POS can increase the expectation that high performing employees will be rewarded. This support can foster trust, harmony, self-confidence and good communication, so as to reduce the level of employee turnover intention. A similar previous study was also conducted by Dawley, Houghton, et al (2010) that there is a negative relationship between POS in reducing the level of turnover intention in employees. research by Shafique, et al (2018) shows a relationship between POS and turnover intention. Other supporting studies are Carl, Rodger, et al (2007), Tumwesigye (2010) and Jawahar, Hemasi (2006).

#### *Moderating effect of Perceived Organization Support on the effect of job stress on Turnover Intention*

The results of the SEM – PLS test on the effect of Moderating Effect 1 on Turnover Intention (Y) show the Original Sample (O) value or coefficient of 0.216 with a T Statistics value of  $3.125 > 1.96$  and P Values  $0.002 < 0.05$ . This indicates that the fourth hypothesis (H4) in this study is acceptable. This means that Perceived Organization Support can moderate the effect of job stress on turnover intention. The results of the test of the effect of job stress on turnover intention showed a significant effect and the results of the moderation test also had a significant effect. So it can be stated that the moderation formed is Quasi Moderation, which is a variable that moderates the relationship between the predictor variable and the dependent variable where the pseudo moderating variable interacts with the predictor variable as well as becomes a predictor variable.

The results showed that perceived organization support moderated the effect of job stress on turnover intention. In this study, perceived organization support weakens the effect of job stress on employee turnover intention, which is included in the category of pseudo moderation (quasi moderation) which is a variable that moderates the relationship between predictor variables and dependent variables where the pseudo moderating variable interacts with the predictor variable as well as the predictor variable. This shows that with the support of perceived organization support, the positive influence of job stress on employee turnover intention will decrease.

Perceived organization support can moderate job stress on turnover intention because it can affect employee morale and comfort when working in a company, thus perceived organization support will have a direct effect on employee turnover intention because it can reduce the job stress felt by the employee. Where the strong social support provided by the company will reduce employee job stress, thus making employee turnover intention at PT. SR is also decreasing.

This study supports research conducted by Ardiaz (2018) that POS has a significant effect in moderating the effect of job stress on turnover intention. Another study was conducted by Gok, Akgunduz et al (2017) that POS is able to moderate the effect of job stress on turnover intention. Another study conducted by Padmantyo, Sabilla (2021) showed that social support moderating job

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stress on turnover intention had a significant negative effect, meaning that social support as a moderator would further weaken job stress on turnover intention.

*Moderating effect of Perceived Organization Support on the effect of Work Family Conflict on Turnover Intention*

The results of the SEM – PLS test on the effect of Moderating Effect 2 on Turnover Intention (Y) show the Original Sample (O) value or coefficient of -0.163 with T Statistics  $2.206 > 1.96$  and P Values  $0.028 < 0.05$ . This indicates that the fifth hypothesis (H5) in this study is acceptable. This means that Perceived Organization Support can moderate the effect of Work Family Conflict on turnover intention. The results of the test of the effect of Work Family Conflict on Turnover Intention showed a significant effect and the results of the moderation test also had a significant effect. So it can be stated that the moderation formed is Quasi Moderation, which is a variable that moderates the relationship between the predictor variable and the dependent variable where the pseudo moderating variable interacts with the predictor variable as well as becomes a predictor variable.

The results showed that perceived organization support moderated the effect of work family conflict on turnover intention. In this study, perceived organization support weakens the effect of work family conflict on employee turnover intention, which is included in the category of pseudo moderation (quasi moderation) which is a variable that moderates the relationship between the predictor variable and the dependent variable where the pseudo moderating variable interacts with the predictor variable as well as being the predictor variable. This shows that with perceived organizational support that supports it, the positive influence of work family conflict on employee turnover intention will decrease.

Perceived organization support can moderate work family conflict on turnover intention because it can affect employees psychologically when they are with their families, namely, employees' moods and emotions are better when they are at home. Thus, perceived organization support will have a direct effect on employee turnover intention because it can reduce the work family conflict felt by the employee. Where the strong social support provided by the company will make the work family conflict of employees decrease, thus making the turnover intention of employees at PT. SR is also decreasing.

This study is supported by research by Asghar, Gull, Bashir & Akbar (2018) which shows that there is an effect of perceived organizational support on the relationship between WFC and turnover intention. previous research conducted by Syed, et al (2018) that POS plays a role in moderating the relationship between WFC and turnover intention. Previous research conducted by Alimbuto and Rostiana (2017) explained that the cause of employees resigning was because they had a high frequency of overtime, could not accompany their wives when needed such as giving birth, rarely met their children, did not have time to visit their parents, could not attend family events and so on.

**CONCLUSION**

The results of hypothesis testing in this study found that perceived organization support was statistically able to moderate the effect of job stress and work family conflict on turnover intention at PT. SR, so that the variable can be maintained as a moderating variable and able to support the theory of previous research. This study provides implications for the company as consideration



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and knowledge about job stress, work family conflict, perceived organization support and employee turnover intention and the factors that influence it.

The role of perceived organization support can be considered by organizations to strengthen the influence of job stress and work family conflict on employee turnover intention because perceived organization support is able to provide high social support to its employees by appreciating employee contributions, then giving job recognition to employees, responding employee complaints, provide assistance to employees, care about employee welfare, pay attention to employees who have worked well, and show employee achievements to other employees, then this will have an impact on increasing performance and reducing employee turnover intention of PT. SR. The research conducted is expected to contribute to the effect of job stress and work family conflict on turnover intention with perceived organization support as a moderating variable.

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