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The influence of work-family conflict, job stress, and organizational commitment on the turnover intention of female employees

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ABSTRACT

This study aimed to identify the influence of work-family conflict, job stress, and organizational commitment on the turnover intention of woman employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. It was a quantitative study that showed and explained the influence of work-family conflict, job stress, and organizational commitment on the turnover intention of woman employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. The population of this study was the women employees of Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. There were 50 respondents the woman employees who work at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan as the samples of this study. The technique of sampling by using saturated samples was used. The instrument was examined by validity and reliability tests. The data were analyzed by multiple linear regression, classic assumption test, determination coefficient, test T, and test F. The result of the study showed that (1) work-family conflict has a positive and significant impact on the turnover intention of woman employees with a significance score of 0.001, (2) job stress has a positive and significant impact on the turnover intention of women employees with the significance score 0.029, (3) organization commitment has a negative and significant impact on the turnover intention of woman employees with the significance score 0.035, (4) work-family conflict, job stress, and organization commitment give simultaneous impact on turnover intention of woman employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

Keywords: Work-family conflict, job stress, organizational commitment, turnover intention

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INTRODUCTION

Nowadays, the progress of a company relies heavily on competent human resources (HR) to drive the company itself and other resources. Besides capital, employees are also a crucial element that a company must possess. Without the active participation of employees, a company's activities won't reach the pinnacle of success. Therefore, companies need to pay more attention to the conditions of their employees, creating an environment where employees feel calm and comfortable in performing their tasks without the pressure and anxiety caused by concerns about their work.

In a company, Human Resource Management (HRM) plays a crucial role in managing employees. Employee management is carried out to ensure that employees work following established rules and job descriptions. HRM is essential to retain potential employees and prevent them from having the intention to leave (turnover intention).

Work-family conflict is a conflict that occurs in an individual due to bearing dual roles, both in the workplace and within the family (Greenhaus and Beutell, as cited in Wulandari and Adnyani, 2016). Essentially, work-family conflict can occur in both men and women, but some studies indicate that women experience a higher intensity of work-family conflict (Apperson et al., 2002). The level of this conflict is perceived to be more severe when women work formally because they are bound by organizational rules that include working hours, assignments, and task completion targets. Yuliana's (2017) research on the variables of work-family conflict and turnover intention indicates that work-family conflict has a positive and significant impact on turnover intention.

Job stress is defined as the pressure felt by an employee because they cannot fulfill their job tasks. Job stress is a major threat to modern organizations today, with the potential to have negative impacts on both employees and the organization (Safaria, 2011). In the short term, if job stress is left unaddressed without serious intervention from the company, employees may become pressured, demotivated, and frustrated, leading to suboptimal performance. In the long run, employees who cannot handle stress may become unable to work in the company. In more severe cases, stress can lead employees to become ill or even resign (turnover intention). Septiari and Ardana (2016), in a study on the variables of job stress and turnover intention, show that job stress has a positive and significant impact on turnover intention.

Another factor influencing turnover intention is organizational commitment. Organizational commitment is defined as the feelings and attitudes of employees towards their organization, manifested in the individual's decision to continue their membership in the organization, and wholeheartedly accepting the company's goals and contributing their best for the company's progress (Sianipar and Haryanti, 2014). Sutanto and Carin (2013), in research on the organizational commitment variable and turnover intention, indicate that organizational commitment has a negative and significant impact on turnover intention.

Based on the preliminary research conducted by the researcher at Oleh-Oleh Agung Bali Tanah Lot Tabanan Center, there are several issues triggering turnover intention among female employees. Female employees at Oleh-Oleh Agung Bali Tanah Lot Tabanan Center face challenges related to work-family conflict, arising from the demands of their roles at work, where they feel pressure due to the workload. Time pressure is also experienced by some employees who have difficulty exchanging shifts with other employees when they have urgent matters related to family or external commitments. The company's time discipline makes it difficult for female employees to balance their time between work and family. The formation of obligations for female employees in the family, such as managing household affairs, fulfilling community responsibilities, and participating in religious ceremonies, combined with the company's time discipline, causes female employees to be unable to fulfill their family duties optimally, leading some employees to choose to resign from their jobs.

Additionally, work-related stress is also a problem faced by female employees at Oleh-Oleh Agung Bali Tanah Lot Tabanan Center. Work-related stress occurs due to the numerous demands and pressures that must be fulfilled both in the family and at work. Working hours and workload imposed on female employees are also excessive, especially during peak tourist shopping periods, leading female employees to contemplate quitting their jobs. Similarly, low organizational commitment is also a trigger for turnover intention among female employees working at Oleh Oleh Agung Bali Tanah Lot Tabanan Center. The low commitment of female employees is because they feel not fully integrated into the company, resulting in a lack of enthusiasm among employees to achieve the company's goals. Moreover, sometimes employees feel tired of their current jobs. Given that the majority of employees are still in their productive years, they often consider looking for alternative employment.

From the initial survey conducted by the researcher, data on the turnover intention of female employees were relatively high. It is observed that in 2016, the number of employees departed was 7, with a percentage of 3.64%. In 2017, the number increased to 9, accounting for 3.77%. Then, in 2018, 8 female employees left the company, representing 3.92%. From this data, it can be concluded that there was an increase in the percentage of turnover among female employees at Oleh-Oleh Agung Bali Tanah Lot Tabanan from 2016 to 2018.

TABEL 1. Female Employee Turnover Data Years 2016 - 2018

Year	Female Employees	Employees Joined	Employees Departed	Turnover (%)
2016	55	5	7	3,64 %
2017	53	7	9	3,77 %
2018	51	6	8	3,92 %

LITERATURE REVIEWS

Work-Family Conflict

Work-family conflict is one form of interrole conflict, which is the pressure or imbalance of roles between work and family (Greenhaus and Beutell, in Buhali and Margaretha, 2013). Work-family conflict is a clash that occurs

due to two conflicting interests within the household and organizational environment (Robbins and Timothy, in Yuliana, 2017). Work-family conflict is a conflict that arises when an individual faces difficulty in fulfilling their role in either work or family (Latifah and Rohman, 2014). Long working hours and heavy workloads are direct indicators of the occurrence of work-family conflicts due to excessive time and effort spent on family activities (Greenhaus and Beutell, in Buhali and Margaretha, 2013). One type of conflict is the conflict between or within social roles (intrapersonal), such as between roles in the family or profession (role conflict) (Dahrendrof, in Buhali & Margaretha, 2013). The presence of one role (work) can cause difficulties in fulfilling the demands of the other role (family), and others' expectations of various roles that an individual must perform can lead to conflict. Conflict arises when role expectations make it difficult for someone to allocate time and perform one role due to the presence of another role. Frone et al., in Retraningrum and Musadiq (2016) stated that work-family conflict consists of two aspects, namely: Work Interfering with Family (WIF) and Family Interfering with Work (FIW). The assumption behind Work Interference with Family (WIF) is more attributed to the consequence of excessive time demands or time-based conflicts in a specific context, for example, during work. In this scenario, excessive time demands during work may prevent the execution of activities in other contexts, such as at home. Meanwhile, Family Interference with Work (FIW), is more related to behavior patterns associated with both roles or aspects, namely work and family, commonly referred to as behavior-based conflict. Both Work Interference with Family (WIF) and FIW can be analyzed through three main aspects, namely responsibilities and expectations, psychological demands, as well as organizational policies and activities, such as social support. According to Yunita and Kismono (2014), WIF positively and significantly influences turnover intention, but FIW does not.

Job Stress

Job stress is a condition in which employees experience pressure in their work, stemming from tasks, leadership, and the work environment in which they operate (Putra and Wibawa, 2014). Robbins (2008) suggests that stress is an imbalance between desires and the ability to fulfill them, resulting in significant consequences for the individual. Hasibuan (2014) states that job stress is a condition that affects emotions, thinking processes, and a person's overall state, leading to nervousness and chronic worry. Therefore, job stress can be defined as pressure felt by employees in their work, originating from tasks, leadership, and the work environment, influencing their emotions, thinking processes, and overall condition.

According to Wijono (2006), job stress can be categorized into two types: eustress and distress. Eustress involves pleasant (positive) feelings experienced by individuals due to receiving recognition or praise based on their satisfactory job performance. Distress, on the other hand, involves unpleasant (negative) feelings that can lead to a decrease in performance.

Organizational Commitment

Organizational commitment is defined as a state in which an employee aligns with a specific organization, and its goals, and has the desire to maintain membership within that organization (Robbins and Timothy, 2008). Griffin (2008) states that organizational commitment is an attitude that reflects the extent to which an individual is aware of and bound to their organization. Employees who feel more committed to the organization tend to exhibit reliable habits, plan to stay longer within the organization and invest more effort in their work. Commitment, fundamentally, is a person's willingness to attach themselves and show loyalty to the organization because they feel involved in organizational activities (Wibowo, 2016). Organizational commitment is a condition felt by employees that can give rise to strong positive behavior towards the work organization they own (Djastuti, 2011)

Organizational commitment is the embodiment and willingness of an individual to bind themselves to their organization, as depicted by the extent of effort (energy, time, and thought) or the level of enthusiasm to continually learn for the achievement of shared visions (Praptadi, in Jaya 2019). Employees who commit to their organization have various reasons, including the alignment of values, mission, and goals between the employee and the company. Additionally, employees may have a desire to stay within the company because leaving could impact their reputation, benefits, and social networks. Another reason is that employees feel a sense of duty to their jobs within the company (Malik et al., in Jaya 2019).

Turnover Intention

Turnover intention refers to a situation where employees have the desire or intention to seek alternative employment in a different company. The desire to leave (turnover intention) can also be seen as an employee's movement to exit their current company to find a new job in another organization (Abdillah, 2012). Meanwhile, Harnoto (2002) defines "turnover intention" as the degree or intensity of the desire to leave the company. Various reasons are contributing to the emergence of turnover intention, including the aspiration to secure a better job. This perspective is relatively consistent with the previously mentioned idea that turnover intentions essentially signify the desire to leave the company.

The turnover of employees, or the inflow and outflow of employees within an organization, is a significant phenomenon in organizational life. The negative impact of turnover includes the impact on organizational costs

related to recruitment, selection, and training of new personnel. Moreover, turnover can lead to a decrease in the effectiveness and productivity of employee performance due to the loss of colleagues (Jha, 2010). Turnover intention arises from the thought of leaving the company and seeking alternative employment elsewhere (Faslah, 2010). Such actions can lead to competent employees leaving the organization.

Hypothesis

The hypotheses used in this study are as follows:

- H1: Work-family conflict has a positive and significant impact on Turnover Intention.
- H2: Job Stress has a positive and significant impact on Turnover Intention.
- H3: Organizational Commitment has a negative and significant impact on Turnover Intention.
- H4: Work-family conflict, Job Stress, and Organizational Commitment collectively have a significant impact on Turnover Intention.

METHODS

The research was conducted at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan, located in the Tanah Lot Tourist Object, Kediri District, Tabanan Regency, Bali. This research was carried out at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan because there were suspected issues regarding the influence of work-family conflict, job stress, and organizational commitment on turnover intention among female employees.

The population used in this study was all female employees working at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan, totaling 50 employees. This study used a saturated sampling technique, which is a sampling technique where the entire population is used as a sample. The saturated sampling technique was chosen because the number of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan is 50 employees.

The data in this study consists of both quantitative and qualitative data. Quantitative data include the number of female employees (50 employees) and the turnover rate of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. Meanwhile, qualitative data in this study comprise the responses from the questionnaire distributed to female employees regarding the impact of work-family conflict, job stress, and organizational commitment on turnover intention among female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. The data sources in this study are categorized as primary and secondary data. Primary data in this study are the results of interviews with the HRD (Human Resource Development) department and responses from the questionnaire distributed to female employees regarding the impact of work-family conflict, job stress, and organizational commitment on turnover intention at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. Secondary data include the total number of female employees (50 employees) and the turnover rate of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

The data collection methods used in this study are questionnaires and interviews. The questionnaire is measured using a Likert scale. The interview in this study involves directly asking the HRD (Human Resource Development) department about the phenomenon of the impact of work-family conflict, job stress, and organizational commitment on turnover intention among female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

The research instrument is tested using validity and reliability tests. Validity indicates that the instrument can be used to measure what it is intended to measure (Sugiyono, 2017). An instrument is considered reliable when used multiple times to measure the same object, it produces consistent data (Sugiyono, 2017). In other words, a reliability test is employed to determine the consistency of the measuring tool in its use.

The data analysis technique in this research uses multiple linear regression. This analysis aims to examine the relationship between the independent variables, namely work-family conflict, job stress, and organizational commitment, with the dependent variable, which is turnover intention. To test the hypotheses, the regression equation used is as follows:

$$Y = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

RESULTS AND DISCUSSION

Results

Validity Test

Based on the results of the instrument test with the distribution of questionnaires to 50 respondents, as shown in the table, all indicators of variables in this study, namely work-family conflict, job stress, organizational commitment, and turnover intention, are valid because they have correlation coefficient values greater than 0.30.

TABLE 2. Validity Test Result

No	Variable	Statement Items	Correlation coefficient	Remark
1	Work-familyconflict	X1.1	0,962	Valid
		X1.2	0,962	Valid
		X1.3	0,956	Valid
		X1.4	0,932	Valid
		X1.5	0,941	Valid
		X1.6	0,950	Valid
		X1.7	0,955	Valid
		X1.8	0,958	Valid
		X1.9	0,949	Valid
		X1.10	0,952	Valid
2	Job Stress	X2.1	0,968	Valid
		X2.2	0,961	Valid
		X2.3	0,971	Valid
		X2.4	0,969	Valid
		X2.5	0,965	Valid
		X2.6	0,964	Valid
3	Organizational Commitment	X3.1	0,917	Valid
		X3.2	0,909	Valid
		X3.3	0,875	Valid
		X3.4	0,906	Valid
		X3.5	0,902	Valid
		X3.6	0,862	Valid
		X3.7	0,907	Valid
		X3.8	0,886	Valid
4	Turnoverintention	Y.1	0,974	Valid
		Y.2	0,959	Valid
		Y.3	0,967	Valid
		Y.4	0,973	Valid
		Y.5	0,971	Valid
		Y.6	0,967	Valid

Reliability Test

Based on the results of the reliability test of the instrument above, the instruments of variables in this study, namely work-family conflict, job stress, organizational commitment, and turnover intention, are considered reliable because each variable has an alpha value greater than 0.6.

TABLE 3. Reliability Test Result

No	Variable	Cronbach's Alpha	Remark
1	Work-family conflict	0.988	Reliable
2	Job Stress	0.986	Reliable
3	Organizational Commitment	0.965	Reliable
4	Turnover intention	0.987	Reliable

Normality Test

Based on the normality test shown in the table indicates the value of Asymp. Sig. (2-tailed) is 0.907, which is greater than 0.05, indicating that the data is normally distributed. Therefore, it can be concluded that the model meets the assumption of normality.

TABLE 4. Normality Test Result

		Unstandardized Residual
		N
		50
Normal Parameters ^{a,b}	Mean	0E-7
	Std. Deviation	5.33999610
	Absolute	.080

Most Extreme Differences	Positive	.080
	Negative	-.063
Kolmogorov-Smirnov Z		.565
Asymp. Sig. (2-tailed)		.907
a. Test distribution is Normal.		
b. Calculated from data.		

Multicollinearity Test

Based on the Multicollinearity test shown in the table, all independent variables have tolerance values > 0.10, and the calculated VIF values for all variables are < 10. This indicates that there is no multicollinearity in the regression model.

TABLE 5. Multicollinearity Test Result

Model	Collinearity Statistics	
	Tolerance	VIF
(Constant)		
1 Work-Family Conflict	.708	1.413
Job Stress	.549	1.823
Organizational Commitment	.472	2.118

Heteroscedasticity Test

Based on the Heteroscedasticity test shown in the table, it is shown that each model has a significant value greater than 0.05. This means that in this regression model, there is no homogeneity of variance from the residuals from one observation to another, or it can be said that there is no heteroskedasticity.

TABLE 6. Heteroscedasticity Test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.213	4.266		1.691	.098
1 Work-Family Conflict	-.047	.043	-.184	-1.075	.288
Job Stress	.037	.071	.103	.529	.599
Organizational Commitment	-.081	.099	-.171	-.818	.417

a. Dependent Variable: RES_2

Multiple Linear Regression Test

A multiple regression equation is obtained as follows:

$$Y = \alpha + b_1X_1 + b_2X_2 + b_3X_3 = 13.778 + 0.256X_1 + 0.268X_2 - 0.362X_3$$

1. The constant coefficient is 13.778, which means that if the variables work-family conflict, job stress, and organizational commitment are at zero (0), the turnover intention will be constant at 13.778.
2. The regression coefficient value for work-family conflict is 0.256, meaning that every decrease in the work-family conflict variable by 1 unit will decrease turnover intention by 0.256.
3. The regression coefficient value for job stress is 0.268, meaning that every decrease in the job stress variable by 1 unit will decrease turnover intention by 0.268.
4. The regression coefficient value for organizational commitment is -0.362, meaning that every increase in the organizational commitment variable by 1 unit will decrease turnover intention by -0.362.

TABLE 7. Multiple Linear Regression Test Result

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	13.778	7.174
Work-Family Conflict	.256	.073
Job Stress	.268	.119
Organizational Commitment	-.362	.166

Coefficient of Determination Model Summary^b

Based on the data shown in the table, the Adjusted R Square (R²) is 0.593, which means that 59.3% of the variation in the turnover intention variable can be explained by the variation in the three variables: work-family conflict, job stress, and organizational commitment. The remaining (100% - 59.3% = 40.7%) is explained by other factors outside the scope of this research model.

TABLE 8. R² Test Result

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.786 ^a	.618	.593	5.511

Results of Partial Regression Coefficient Significance Test (T-test)

Results of Partial Regression (T-test)

TABLE 9. t-test Result

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	13.778	7.174		1.920	.061
1 Work-Family Conflict	.256	.073	.381	3.512	.001
Job Stress	.268	.119	.277	2.254	.029
Organizational Commitment	-.362	.166	-.289	-2.178	.035

Based on the above, the partial regression test (t-test) shows that:

1. The results of testing the influence of the work-family conflict variable on turnover intention indicate that the t coefficient is obtained at 3.512 with a significance value of 0.001. The significance value of 0.001 is less than 0.05, which means that H₀ is rejected or H₁ is accepted. Thus, work-family conflict has a positive and significant effect on turnover intention.
2. The results of testing the influence of the job stress variable on turnover intention indicate that the t coefficient is obtained at 2.254 with a significance value of 0.029. The significance value of 0.029 is less than 0.05, which means that H₀ is rejected or H₂ is accepted. Thus, job stress has a positive and significant effect on turnover intention.
3. The results of testing the influence of organizational commitment on turnover intention indicate that the t coefficient is obtained at -2.178 with a significance value of 0.035. The significance value of 0.035 is less than 0.05, which means that H₀ is rejected or H₃ is accepted. Thus, organizational commitment has a negative and significant effect on turnover intention.

Results of the Simultaneous Regression Coefficient Test (F-test)

Based on the data shown in the table, it shows that the F value is 24.771, and the sig value is 0.000, compared to the sig value, which is smaller than the alpha value, it is in the rejection region of H₀, so H₄ is accepted. This means that statistically, at a 5% confidence level, together (simultaneously), work-family conflict, job stress, and organizational commitment have a significant (real) effect on turnover intention.

TABLE 10. F-Test Result

ANOVA ^a					
Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	2257.238	3	752.413	24.771	.000 ^b
Residual	1397.262	46	30.375		
Total	3654.500	49			

Discussion

The influence of Work-Family Conflict on Turnover Intention

The significance test of the influence of work-family conflict (X₁) on turnover intention (Y), was conducted

partially through the t-test, by comparing the significance value of t with α (0.05). Based on the t-test results, the significance value of the work-family conflict variable is $0.001 < \alpha$ (0.05), which means rejecting H_0 , so H_1 can be accepted. Thus, work-family conflict has a positive and significant effect on turnover intention. From this research, it can be interpreted that the smaller the work-family conflict experienced by female employees, the lower the turnover intention of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

The influence of Job Stress on Turnover Intention

The significance test of the influence of job stress (X_2) on turnover intention (Y), was conducted partially through the t-test, by comparing the significance value of t with α (0.05). Based on the t-test results, the significance value of job stress is $0.029 < \alpha$ (0.05), which means rejecting H_0 , so H_2 can be accepted. Thus, job stress has a positive and significant effect on turnover intention. From this research, it can be interpreted that the lower the stress experienced by female employees at work, the lower the turnover intention of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

The influence of Organizational Commitment on Turnover Intention

The significance test of the influence of organizational commitment (X_3) on turnover intention (Y), was conducted partially through the t-test, by comparing the significance value of t with α (0.05). Based on the data, the significance value of organizational commitment is $0.035 < \alpha$ (0.05), which means rejecting H_0 , so H_3 can be accepted. Thus, organizational commitment has a negative and significant effect on turnover intention. From this research, it can be interpreted that the higher the commitment of female employees, the lower the turnover intention of female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

The Influence of Work-Family Conflict, Job Stress, and Organizational Commitment on Turnover Intention

Based on the analysis, the significance value of $0.000 < \alpha$ (0.05), which means rejecting H_0 , so H_4 can be accepted. Thus, work-family conflict, job stress, and organizational commitment together have a significant effect on turnover intention. From this research, it can be interpreted that collectively reducing work-family conflict and job stress while increasing organizational commitment will decrease turnover intention at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

CONCLUSIONS

This study was concluded to four aspects namely work-family conflict, job stress, and organizational commitment. Work-family conflict has a positive and significant impact on turnover intention among female employees, with a significance value of 0.001. This implies that reducing work-family conflict experienced by female employees will decrease turnover intention at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. Job Stress has a positive and significant impact on turnover intention among female employees, with a significance value of 0.029. This indicates that reducing job stress experienced by female employees will decrease turnover intention at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. Organizational Commitment has a negative and significant impact on turnover intention among female employees, with a significance value of 0.035. This means that increasing organizational commitment among female employees will decrease turnover intention at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan. Lastly, those three aspects, work-family conflict, job stress, and organizational commitment, collectively have a significant impact on turnover intention, with a significance value of 0.000. This implies that collectively reducing work-family conflict and job stress while increasing organizational commitment will decrease turnover intention among female employees at Pusat Oleh-Oleh Agung Bali Tanah Lot Tabanan.

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