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Revista de Antropología, Ciencias de la Comunicación y de la Información, Filosofía,  
Linguística y Semiótica, Problemas del Desarrollo, la Ciencia y la Tecnología

Año 35, 2019, Especial N°

# 20

Revista de Ciencias Humanas y Sociales  
ISSN 1012-1537/ ISSN-e: 2477-9385  
Depósito Legal pp 198402ZU45



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# The Mediating Role of Work-Family Conflict on the Effects of Workload

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## Abstract

This study is motivated by the phenomenon of high turnover in pharmaceutical companies. This paper aimed to analyze the effects of workload, work family conflict, and work stress on turnover intention. Besides, the mediating role of work family conflict and work stress on the effect of workload on turnover intention were also analyzed. The results showed that workload had a positive and significant effect on turnover intention, work family conflict and work stress. Work family conflict and work stress had no significant impact on workload on turnover intention.

**Key words:** Workload, Work Family Conflict, Work Stress, Turnover Intention, Medical Representative.

## *El papel mediador del conflicto entre la familia y el trabajo en los efectos de la carga de trabajo*

### **Resumen**

Este estudio está motivado por el fenómeno de la alta rotación en las compañías farmacéuticas. Este documento tuvo como objetivo analizar los efectos de la carga de trabajo, el conflicto familiar y el estrés laboral en la intención de la rotación. Además, también se analizó la función mediadora del conflicto familiar laboral y el estrés laboral sobre el efecto de la carga de trabajo en la intención de la rotación. Los resultados mostraron que la carga de trabajo tuvo un efecto positivo y significativo en la intención de la rotación, el conflicto familiar y el estrés laboral. El conflicto familiar y el estrés laboral no tuvieron un impacto significativo en la carga de trabajo en la intención de la rotación.

**Palabras clave:** carga de trabajo, conflictos familiares de trabajo, estrés laboral, intención de rotación, representante médico

### **1. INTRODUCTION**

Turnover is a phenomenon that often occurs in pharmaceutical companies, especially in the marketing personnel or known as medical representatives. Turnover intention or a resignation from a company is one of dysfunctional behaviours that can disrupt the performance of the company. When well-performing employee realizes this, the loss of various material and non-material will occur. Turnover intention of medical representative is interesting to be studied because relatively new research have been conducted on this topic. Past studies are focusing more on service industry, banking sector and hospital. This

present study is important because by knowing the cause of turnover intention of medical representative, a company can design a policy to anticipate and prevent turn over as well as maintain the quality of human resources.

Vernekar and Shah (2018) showed that workload accounts for 80% of nursing staff retention. Unpredictable working hours and out-of-town tasks can trigger the onset of work family conflict as a result of turnover intention. Work family conflict occurs both in male and female medical representatives but tends to occur in medical representatives who are already married and have children. Thus, work family conflict will trigger the turnover intention for medical representatives. Azhar et.al. (2016) found that work family conflict has a positive relationship with turnover intention of academics in higher education in Malaysia.

This paper aimed to analyze the influence of workload, work family conflict, and work stress on turnover intention. Work family conflict and work stress were also used as a mediation variable to know the effect of workload variable on turnover intention through work family conflict and work stress.

## **2. BACKGROUND**

This study utilized a theory proposed by Halawi (2014) and which describes antecedents, moderating, and outcomes from turnover intention. Figure 1 shows that antecedents of turnover intention are

workload through work exhaustion, work family conflict, and work stress. Turnover intention is moderated by job satisfaction and organizational commitment will lead to organizational citizenship behaviour, deviant behaviour, and performance orientation.

According to Halawi (2014) turnover intention is the desire to quit the job but has not yet reached the stage of its realization. Turnover intention is the attitude to leave the company voluntarily to find another job. In addition, according to Andika and Imam (2015), turnover intention is the result of evaluation from employees who do not realize their existence in the organization.

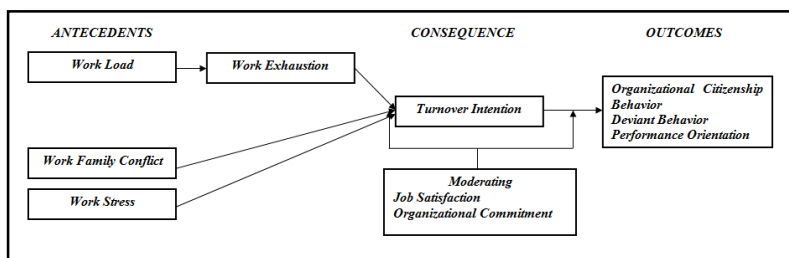


Figure 1: Turnover Intention: Antecedents, Moderating, and Outcomes

According to Haar and Roche (2012), workload is an interaction between employees with tasks, work environment, skills, behaviour, and perception.

### **Work Family Conflict**

According to Greenhaus and Beutell (1986), work family conflict is an individual conflict due to the burden of handling dual

roles of work and family. Haar (2004) stated that work family conflict is a conflict of roles originating from conflicting work and family.

### **Work Stress**

According to NiWayan (2016), work stress is defined as a negative feeling as individuals are unable to cope with workload and workplace pressure that exceeds their ability.

## **3. HYPOTHESES DEVELOPMENT**

### **The Effect of Workload on Turnover Intention**

Qureshi et.al. (2012) found that workload positively and significantly influences the turnover intention of textile sector employees in Pakistan. Hence, a hypothesis can be drawn as follows:

H<sub>1</sub>: workload has a positive and significant effect on the turnover intention of medical representatives in the region of Yogyakarta

### **The Effect of Workload on Work Family Conflict**

Ahuja et.al. (2006) found that work overload has positive and significant influence on work family conflict. Another study conducted by Yidrim & Aycan (2008) showed work overload had the strongest correlation with work family conflict of nurses. Hence, a hypothesis can be drawn as follows:

H<sub>2</sub>: workload has a positive and significant effect on work family conflict of medical representatives in the region of Yogyakarta

### **The Effect of Workload on Work Stress**

Imanaka et al. (2009) found that workload is one of the factors that affects work stress of full time anaesthesiologist workers. Sheraz et al. (2014) found that work overload has a positive and significant influence on work stress by 38%. Hence, a hypothesis is formulated as follows:

H<sub>3</sub>: workload has a positive and significant effect on work stress of medical representatives in the region of Yogyakarta

### **The Effect of Work Family Conflict on Turnover Intention**

Haar (2004) found that work family conflict has a positive and significant influence on turnover intention of local government officials in New Zealand. Haar and Roche (2012) showed that work family conflict significantly influences the turnover intention of the

Maori (native of New Zealand who uphold the family). Hence, a hypothesis is formulated as follows:

H<sub>4</sub>: work family conflict has a positive and effect influence on turnover intention of medical representatives in the region of Yogyakarta

### **The Effect of Work Stress on Turnover Intention**

Qureshi et.al. (2012) indicated that work stress has a positive and significant influence on turnover intention. Arshadi and Damiri (2013) showed that there is a positive correlation between work stress and turnover intention of Iranian National Drilling Company (INDC) employees. Hence, a hypothesis is formulated:

H<sub>5</sub>: work stress has a positive and significant influence on turnover intention of medical representatives in the region of Yogyakarta

### **The Mediating Role of Family Conflict on the Effect of Workload Influence on Turnover Intention**

Ahuja et al. (2006) stated that workload influences the turnover intention of the information technology road warrior employees which is being mediated by work family conflict. Road warriors are employees of professional information technology who spend time in



the customers' places. The characteristic of the road warriors' work causes them to have difficulties in allocating the time between work and family. The double role conflicts between work and family cause the willingness to quit their job. Hence, a hypothesis is formulated as follows:

H<sub>6</sub>: work family conflict mediates the effect of workload on turnover intention.

### **The Mediating Role of Work Stress on the Effect of Workload on Turnover Intention**

Andika and Imam (2015) showed a mediating role of work stress on the influence of workload on turnover intention. Hence, a hypothesis is formulated as follows:

H<sub>7</sub>: work stress mediates the effect of workload influence on turnover intention

In general, the research model above shows that workload (X) is an independent (exogenous) construct, work family conflict (Y<sub>1</sub>) and work stress (Y<sub>2</sub>) as mediating constructs, and turnover intention (Z) as a dependent construct. It shows that turnover intention is influenced by workload, work family conflict and work stress. Figure 2 shows that workload directly influences turnover intention. Workload also indirectly influences turnover intention mediated by work family conflict and work stress.

Based on the literature review and hypothesis development, a research model can be drawn as follows:

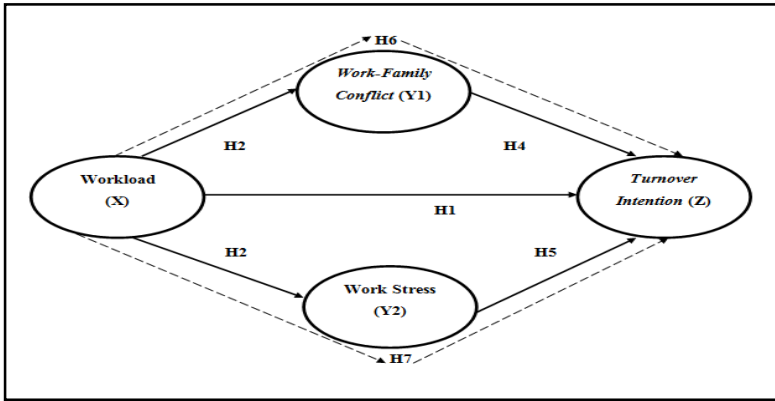


Figure 2: Hypothesis Development and Research Model

#### 4. METHODOLOGY

##### Research Design and Analysis Unit

This study utilized a quantitative approach with the samples of 150 medical representatives of the major pharmaceutical suppliers in Yogyakarta.

##### Measurement Scale

The data sources for this study were 150 medical representatives of major pharmaceutical suppliers in Yogyakarta. The sampling technique was Incidental Sampling and the data collection was conducted in hospital because the medical representatives mostly work outside the offices.

The data were analysed with SEM, Lisrel version 8.80. According to Igbaria et.al. in Gazali (2016), the criterion of validity test is if the loading factor is  $\geq 0.5$  then it is stated as valid. Table 1 shows that the loading factor value for each item was  $\geq 0.5$ , hence, all items were valid. According to Gazali (2014) the criteria of reliability test are if the composite reliability (CR) is  $\geq 0.80$  and the average variance extracted (AVE) is  $\geq 0.50$ , then, it is regarded as reliable. Table 2 shows that the CR of four variables was  $\geq 0.80$  and AVE of four variables was  $\geq 0.50$ , hence, the four variables were regarded as reliable.

Items	Loading Factor	Conclusion
W1	0,84	Valid
W2	0,87	Valid
W3	0,88	Valid
WFC1	0,88	Valid
WFC2	0,90	Valid
WFC3	0,84	Valid
WFC4	0,83	Valid
WS1	0,71	Valid
WS2	0,80	Valid

WS3	0,79	Valid
WS4	0,66	Valid
WS5	0,50	Valid
WS6	0,58	Valid
WS7	0,53	Valid
TO11	0,76	Valid
TO12	0,75	Valid
TO13	0,80	Valid
TO14	0,75	Valid

Table 1: Validity Test Result of Research Instrument (Critical Value 0,5)

Variable	CR ≥ 0.80	AVE ≥ 0.50	Conclusion
Workload	0.941	0.840	Reliable
<i>Work Family Conflict</i>	0.948	0.822	Reliable
Work Stress	0.889	0.544	Reliable
<i>Turnover Intention</i>	0.888	0.670	Reliable

Table 2: Reliability Test Results of Research Instruments

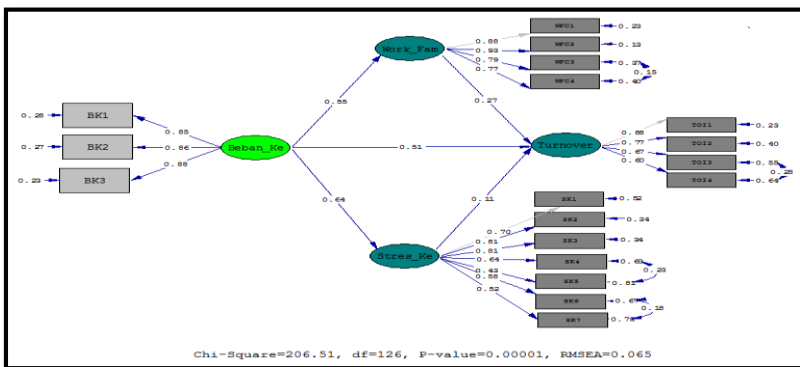


Figure 3: Full Structural Equation Model Analysis

After the SEM assumption was fulfilled , the next step was conducting a full model of structural equation modelling test (Figure 3) using goodness of fit. Table 5 shows that there are 2 marginal fit indicators; 4 fit and 2 unfit indicators. According to Shimazu et al. (2010), a model is stated as fit if it meets 4 – 5 criteria of goodness of fit when requirements of absolute. incremental. and parsimony are fulfilled. Table 5 showed the goodness of fit test fulfilled 6 indicators (2 marginal fit indicators and 4 fit indicators), hence, it could be concluded that the research model was fit.

The hypotheses testing in this study utilized the Structural Equation Modelling (SEM) analysis with Lisrel 8.80 program. The result showed that the goodness of fit was Chi-Square=206.515>153.19.; the probability=0.000; TLI=0.931; GFI=0.867; AGFI=0.819; RMSEA=0.065. Although the cut off value of Chi-Square and probability value did not meet the required cut-off , however, the TLI, GFI, AGFI, and RMSEA values already met the required cut off. Hence, the research model was fit and it met the standard criteria.

## **5. RESULT AND DISCUSSION**

### **Direct Effects**

The path coefficient and t value of the model can be shown in Figure 4. The results for hypotheses testing are shown in Table 3.

Work_Stress=	0.638*Workload. Errorvar.= 0.593. R <sup>2</sup> = 0.407		
	(0.100)		
	6.378		
Work_Fam =	0.549*Workload. Errorvar. = 0.699 . R <sup>2</sup> = 0.301		
	(0.0859)		
	6.389		
Turnover =	0.111*Work Stress+ 0.268*Work_Fam + 0.506*Workload.		
	Errorvar. = 0.419 . R <sup>2</sup> = 0.581		
	(0.0986)	(0.0851)	(0.114)
	1.124	3.145	4.421

Figure 4: Path coeficien and t value of full Structural Equation Model

Structural Path	Standardized Path Coefficients	t-Value	Results
Workload → Work_stress	0.638	6.378	Significant
Work Load → Work_Fam	0.549	6.389	Significant
Work_Stress → Turn over	0.111	1.124	Not-Significant
Work_Fam → Turn over	0.085	3.145	Significant
Work_load → Turn over	0,114	4.421	Significant

Table 3: Structural Parameter Estimates Direct Effect: Path Analysis Model (N=150)

### **The Effect of Workload on Turnover Intention**

The first hypothesis which states that workload has a positive and significant effect on turnover intention is accepted. This is supported by the results of the regression equation which showed that the coefficient had a positive value of 0.506 and  $t_{\text{count}} 4.421 \geq 1.96$ . This finding is in line with study done by Zeb and Butt (2016).

### **The Effect of Workload on Work Family Conflict**

The second hypothesis which states that workload has a positive and significant effect on work family is accepted. This is supported by the results of the regression equation which showed that the coefficient had a positive value of 0.549 and  $t_{\text{count}} 6.389 \geq 1.96$ . This finding is consistent with studies conducted by Lu et.al. (2008), Shimazu et.al. (2010) and Shirvani et al. (2015).

### **The Effect of Workload on Work Stress**

The third hypothesis which shows that workload has a positive and significant effect on the work stress is accepted. This is supported by the results of the regression equation which showed that the coefficient had a positive value of 0.638 and  $t_{\text{count}} 6.378 \geq 1.96$ . This

finding is in line with the studies conducted by Andika and Imam (2015), Emrul Kays et al. (2016) and Vernekar and Shah (2018).

### **The Effect of Work Family Conflict on Turnover Intention**

The fourth hypothesis which shows that work family conflict has a positive and significant effect on turnover intention is accepted. This is supported by the results of the regression equation which showed that the coefficient had a positive value of 0.268 and  $t_{\text{count}} 3.145 \geq 1.96$ . This finding is in rhyme with the study conducted by Azhar et.al. (2016).

### **The Effect of Work Stress on Turnover Intention**

The fifth hypothesis which states that work stress has a positive and significant effect on turnover intention is rejected. The regression equation showed that the coefficient had a positive value of 0.111 and  $t_{\text{count}} 1.124 \leq 1.96$ . This finding is in contrast with most past studies by Qureshi et.al. (2012), Golkar et al. (2014), and Arshadi and Damiri (2013).

## **6. CONCLUSION**



In conclusion, the findings reveal that workload has a positive and significant effect on turnover intention and work family conflict of medical representatives in the region of Yogyakarta. While workload also has a positive and significant effect on work stress, work family conflict has a positive and significant effect on turnover intention, work stress does not have any effect on turnover intention. In addition, work family conflict does not mediate the effect of workload on turnover intention and work stress also does not mediate the effect of workload on turnover intention. This study benefits the policy makers of organizations by highlighting factors that cause turnover intention of medical representatives such as workload and work family conflict. Future study can further scrutinize on the reasons that work stress does not affect turnover intention and the mediating role of work family conflict and work stress in influencing workload on turnover intention.

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Revista de Ciencias Humanas y Sociales

Año 35, N° 20, (2019)

Esta revista fue editada en formato digital por el personal de la Oficina de Publicaciones Científicas de la Facultad Experimental de Ciencias, Universidad del Zulia.

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