

The Effects of Working Time on Work-Family Conflict, Job Satisfaction, and Turnover Intention: An Empirical Study on Female Spa Therapists in Bali

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This study aims to examine the effect of working time on work-family conflict, job satisfaction, and turnover intention. The study was conducted in Bali, Indonesia with a total sample of 290 female therapists from 68 spa and wellness companies. The sampling technique used was proportionate random sampling. The analysis technique used inferential analysis with SEM-PLS approach. The results showed that working time had a significant effect on work-family conflict and job satisfaction, work-family conflict had a significant effect on job satisfaction and turnover intention, and job satisfaction had a significant effect on turnover intention. The results of this study are useful for managers of spa and wellness companies in reducing employees' intention to leave their job by arranging an appropriate working time, reducing work-family conflict, and increasing job satisfaction.

Key words: *Working time, work-family conflict, job satisfaction, turnover intention, Bali.*

Introduction

Bali is a major tourism destination in Indonesia so that most of the spa and wellness customers are foreign tourists. In certain months, the number of spa customers has increased highly, so that work demands would also increase. Almost all of the spa and wellness companies in Bali employ female therapists to serve their customers. Stryker & Macke

(1978) revealed that women experience conflicts between expectations related to traditional roles, such as family matters with their career or professional occupations. Balinese women generally have an important role in their family in relation to household and also religious tradition. The role of the family and the role of work as professionals are ideally aligned or not conflicting. Meanwhile, high work demands as a therapist are predicted to cause role conflict so that there is potential for work-family conflict, low job satisfaction, and high turnover intention.

Turnover intention can cause significant losses due to the possibility that employees will actually leave the company. High turnover intention is indicated by the increasing frequency of employees who want to quit their jobs and potentially increase financial losses and other negative consequences (Demir and Tütüncü, 2010). Financial losses due to employee turnover include costs to hire and train new employees and delays in serving customers. At the same time, employee turnover and transformation can disrupt social interactions and communication between other employees.

This study aims to analyze the factors that influence turnover intention including working time, work-family conflict, and job satisfaction. This study examines the effect of working time on work-family conflict and job satisfaction that has not previously been done on female therapists in the hospitality industry, specifically in Bali. The results of this study contribute to the Role Theory (Biddle, 1986) and Social Exchange Theory (Blau, 1964) in the context of female workers in Bali. The results of this study are also beneficial for spa and wellness services managers in minimizing the turnover intention of their employees.

Literature Review and Conceptual Model

Working Time

Working time is the time given by the company to employees to complete their work. Most empirical studies have examined more workload and non-standard working time (Bolino & Turnley, 2005). Increased working hours, high work involvement, and work pressure could lower the psychological well-being (Ng & Feldman, 2008; Byron, 2005; Milliken & Dunn-Jensen, 2005). Grzywacz and Marks (2000), found that women who work less than twenty hours per week experience less conflict, while working 45 hours per week or more causes more conflict for both women and men. In addition, it is not only because of work time, but also pressure from companies that causes work-family conflict. Participation and working time of female workers is generally more limited than men, due to other personal responsibilities such as care for children and other family members, resulting in gender differences in the volume and schedule of working hours in many countries.

Work-Family Conflict

Kahn et al. (1964) and Pleck (1977) have explained the concept of work-family conflict using a role theory framework. Expectations are the main determinant of individual behavior. Different roles require different expectations and if there is pressure on the individual to fulfill all expectations, a role conflict will emerge. Kahn et al. (1964) revealed that work-family conflict as a form of conflict between roles where the pressure of the role of work and family environment are incompatible. Every employee is required to be able to meet family expectations while meeting company expectations. However, the role of the family becomes more difficult because of the demands of the role of work. The inability of employees to play both roles has the potential to cause work stress and if the employee is able to align the two roles, then feel satisfied.

Work-family conflicts are caused by internal and external disturbances (Kahn et al., 1964 and Pleck, 1977). The expectations within individuals are internal disturbances, while external disturbances are caused by the expectations outside the individual. Mismatch between work and family domains can cause three types of conflict, namely time-based conflict, stress-based conflict, and behavior-based conflict (Greenhaus and Beutell, 1985). The inability of employees to manage working time with the time allocated for the family can cause pressure, i.e., easily offended with family members at home.

Job Satisfaction

Locke (1969) defines job satisfaction as a pleasant emotional state due to the assessment of one's work as the achievement or facilitation of achieving one's work value. Meanwhile Luthan (1998) defines Job satisfaction as an emotional response to work situations that cannot be seen but can be concluded. Glueck (1994) conceptualizes job satisfaction into several dimensions, namely job it self, coworkers, working conditions, team work, work atmosphere, and protection and shelter provided. Indicators of job satisfaction according to Tongchaiprasit and Ariyabuddhiphongs (2016) include work it self, responsibility, growth and recognition, supervision, interpersonal relations, work conditions, salary, and company policy. The job satisfaction indicator shows that employee job satisfaction is not only based on financial compensation but also emotional compensation in the form of work comfort. High work demands reduce the ability of employees to play the role of the family normally, so that it has the potential to increase work-family conflict which has implications for low job satisfaction. Work-family conflict is associated with reduced satisfaction and a low level of psychological well-being (Netemeyer et al., 1996).

Turnover Intention

Turnover intention is an important concern for the organizational studies and has been considered a negative thing for organizational performance (Tran et al., 2020). Turnover intention is defined as the employee's conscious desire to stop working (Çelik and Çira, 2013). While Tett and Meyer (1993) define turnover intention as the conscious desire of employees to leave the company where they work. This can be measured by the employee's desire to leave the job and find a new job intentionally (Avcı and Küçükusta, 2009).

Cotton and Tuttle (1986) classify the factors that affect turnover intention into three groups, namely environmental-related factors, job-related factors, and personal factors. Environmental factors such as national and sectoral unemployment rates, perceptions of work and the presence of trade unions, and the level of labor force participation of new candidates. Job-related factors include wages, job performance, role clarity, job repetition, general job satisfaction, wage satisfaction, promotion opportunities and organizational commitment. While personal characteristics factors such as age, experience, gender, education level, marital status, number of dependents, abilities, intelligence and behavioral tendencies. Newman, et al. (2011) measured turnover intention in a number of indicators which included: desire to leave the job, desire to find work in another workplace, desire to move to another company for the next 6 months, and desire to find other employment information.

Working Time, Work-Family Conflict, and Job Satisfaction

Organizational Role Theory reveals that each individual has a role. The assumption in this theory states that each person occupies a different social position, where they are expected to behave according to the roles understood by themselves and others. Individuals are trying to meet company expectations and also family expectations. Meeting high company expectations can reduce an individual's ability to meet family expectations. Biddle (1986) states that work overload experienced by employees can produce stress for employees and trigger conflict. It can be understood that the high volume of working hours, work flexibility, and scheduling that is not in accordance with the conditions of employees will lead to conflict. Meanwhile, the reasonable work volume, job flexibility, proper work scheduling will increase job satisfaction. Based on the theoretical and empirical studies above, the following hypotheses can be formulated:

Hypothesis 1. Working-time have a significant effect on work-family conflict.

Hypothesis 2. Working-time have a significant effect on job satisfaction

Work-Family Conflict and Job Satisfaction

Individuals who experience work-family conflict are generally not satisfied with their job (Frye and Breugh, 2004; Anderson et al., 2002). This is consistent with Role theory which indicates that role conflict is related to satisfaction. Work-family conflict causes a decrease in satisfaction and a low level of psychological well-being. Work-family conflict is related to work related outcomes such as organizational commitment, job satisfaction, and turnover intention (Netemeyer et al., 1996). The results of the study of Wei et al. (2016) and Gözükar, et al. (2016) reported that work-family conflict had a significant effect on job satisfaction. Based on the theoretical and empirical studies above, the following hypothesis can be formulated:

Hypothesis 3. Work-family conflict have a significant effect on job satisfaction.

Work-Family Conflict and Turnover Intention

Anderson et al. (2002) and Netemeyer et al. (2004) stated that work-family conflict will affect turnover intention. High work-family conflict will strengthen the desire of employees to change jobs. This is relevant to social exchange theory asserting that social exchange produces interdependence between individuals who make exchanges. Individual behavior in an exchange is strengthened by the rewards it offers (Blau, 1964). Feeling comfortable at work is a form of employee psychological rewards, conversely conflict is identical with discomfort so that when employees feel uncomfortable, they tend to leave the company because the benefits obtained in the exchange process are not worth the sacrifice.

Empirical evidence was reported from the study of Wang, et al. (2017) who has conducted research in Taiwan. Their results showed that work-family conflict had a significant effect on turnover intention. Based on theoretical and empirical studies the following hypothesis can be formulated:

Hypothesis 4. Work-family conflict have a significant effect on turnover intention.

Job Satisfaction and Turnover Intention

Cotton and Tuttle (1986) classify factors that affect turnover intention, including work-related factors such as wages, job performance, role clarity, job repetition, general job satisfaction, salary satisfaction, promotion opportunities and organizational commitment. According to Cotton and Tuttle (1986), job satisfaction will have implications for turnover intention. This is relevant to social exchange theory asserting that social exchange produces interdependence

between individuals who make exchanges. Individual behavior in an exchange is strengthened by the rewards it offers (Blau, 1964). Satisfaction is one form of benefit received by employees so that the form of return given by employees to the company is a commitment to remain in the company and this shows the low desire of employees to leave the company.

Empirical evidence has been shown by the results of a research done by Tongchaiprasit. et al. (2016), in Bangkok, Thailand. Meanwhile Chung. Et al (2017), who conduct their research in Korea found that job satisfaction has a significant effect on turnover intention. Based on the theoretical and empirical studies above, the following hypothesis can be formulated:

Hypothesis 5. Job satisfaction have a significant effect on turnover intention.

Research Method

Sample and Data Collection

The number of female therapists working at 68 spa and wellness companies in Bali are 810 employees (Source; *Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu Kota Denpasar, Badan Pelayanan Perizinan Terpadu Kabupaten Badung*, and also primary data collected in the field). Based on the Slovin formula, a total sample of 290 therapists was determined. The sampling technique used is proportionate random sampling. Sampling in each company is done randomly. Data was collected using a structured questionnaire that was distributed directly to respondents.

Variable Operationalization and Analysis

This research is explanatory research that aims to examine the influence of research variables. The measurement of working time variable refers to Fagan et al (2012). The work-family conflict variable refers to research by Burke & El-Kot (2010). Job satisfaction variable refers to research by Tongchaiprasit and Ariyabuddhiphongs (2016), while the turnover intention variable refers to Kim et al. (2016).

Results and Discussion

Sample Characteristics

Based on the sample, women represented 100% of the respondents. The details of the age group are as follows: 2.4% at age 19-21 years, 5.5% at age 22-24 years, 18.6% at age 25-27 years, 19.7% at age 28-30 years, 15.9% at age 31-33 years, 14.5% at age 34-36 years, 10.0% at age 37-39 years, 9.7% at age 40-42 years, 3.8% at age 43-45 years, and 20.3% at age 41-50 years, and 7.2% at age > 50 years. Based on the marital status, 79.7% married, 14.5% single,

and 5.9% widow. Based on working experience, 18.9% work for less than 6 years, 52.1% work for 6-11 years, and 29.0% work for more than 11 years.

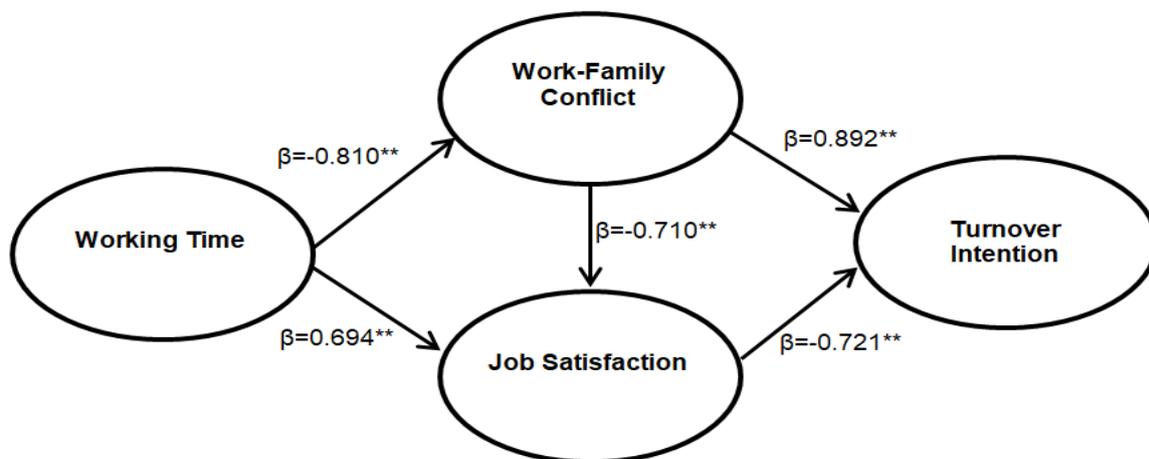
Measurement Model

The analysis techniques used are descriptive analysis and inferential analysis with WarpPLS. This study uses convergent validity, discriminant validity, composite reliability, and Cronbach's alpha to provide the validity and reliability evidences of the research instruments. The results of the convergent validity measurement show that the t-test is greater than the t-table (1.96). AVE in all variables exceeds the estimation of each square. Thus, it can meet the convergent validity and discriminant validity. Composite Reliability is > 0.7 and Cronbach's alpha is > 0.6 , the reliability is fulfilled.

Measurement of model fit and quality indices refers to WarpPLS (Kock, N., 2015). The results show that: Average Path Coefficient (APC)=0.443, $p < 0.001$; Average R-squared (ARS)=0.655, $p < 0.001$; Average Adjusted R-squared (AARS)=0.654, $p < 0.001$; Average block VIF (AVIF)=2.188, acceptable if ≤ 5 ; Average full collinearity VIF (AFVIF)=3.332, acceptable if ≤ 5 ; Tenenhaus GoF (GoF)=0.637, acceptable if ≥ 0.36 ; Sympton's Paradox Ratio (SPR)=1.000, acceptable if ≥ 0.7 ; Statistical Suppression Ratio (SSR)=1.000, acceptable if ≥ 0.7 ; Nonlinear Bivariate Causality Direction Ratio (NLBCDR)=1.000, acceptable if ≥ 0.7 . These results indicate that the model is supported by good data and has quality indicators that meet the requirements in WarpPLS.

Structural Model

Figure 1. Final Structural Model



Path coefficient, ** $p < 0.01$

Hypotheses Testing

H1 predicts that working time affects work-family conflict. The result shows that working time has a significant negative effect on work-family conflict (path coefficient = -0.810, $p < 0.01$). Thus, H1 is supported.

H2 predicts that working time affects job satisfaction. The result shows that working time has a significant positive effect on job satisfaction (path coefficient = 0.694, $p < 0.01$). Thus, H2 is supported.

H3 predicts that work-family conflict affects job satisfaction. The result shows that work-family conflict has a significant negative effect on job satisfaction (path coefficient = -0.710, $p < 0.01$). Thus, H3 is supported.

H4 predicts that work-family conflict affects turnover intention. The result shows that work-family conflict has a significant positive effect on turnover intention (path coefficient = 0.892, $p < 0.01$). Thus, H4 is supported.

H5 predicts that job satisfaction influences turnover intention. The result shows that job satisfaction has a significant negative effect on turnover intention (path coefficient = -0.721, $p < 0.01$). Thus, H5 is supported.

Conclusion and Suggestion

Working Time and Work-Family Conflict

The results of this study indicate that working time has a significant negative effect on work-family conflict. The better the work time implementation felt by the therapist, the lower the work-family conflict. The results of this study support the theory of organizational roles which reveal that each individual has a role. High expectations can cause different workloads. Biddle (1986) states that work overload experienced by employees can produce stress for employees and trigger conflict. It can be understood that the high volume of working hours, work flexibility, and scheduling that is not in accordance with the conditions of employees will lead to conflict. High workloads and low flexibility, and poor scheduling triggers employees' emotions that have an impact on work-family conflict.

The results of this study are in line with the findings by Byron (2005) and Milliken & Dunn-Jensen (2005) which revealed that increased working hours, high work involvement, and work pressure have implications for lower psychological well-being. Improper working time policies and practices are bad for employees and the company. The consequences felt by employees such as work stress and work-family conflict as stated by Grzywacz and Marks (2000). Women who work less time have low work-family conflicts, while women with high working hours tend to have high work-family conflicts. Work time pressure from the company causes work-family conflict because employees have difficulty in allocating time between work domain and family domain. Therefore, companies must be aware of the

implications of working time because inaccuracies in making decisions about working time can have implications for work-family conflict.

The results of this study also indicate that the amount and type of flexibility which is one of the working time indicators makes the relationship between employers and workers no longer intersect. This is a reason for employees to spend more time on working, or to vary on the days they are working, while they are more flexible both in the demands of working time or the responsibilities given and other activities. Working time flexibility facilitates women in balancing work life with family life so as to minimize the potential for work-family conflict. The results of this study can also be explained by conflict theory which reveals that conflicts occur because a person is unable to deal with expectations and requests that come from various roles (Kahn et al., 1964) which are sourced from time problems, and also due to various types of stress or behavior which is incoherent. A strict working time policy can increase the difficulty for therapists in dividing time between work and family domains. Finally, there are indications of conflict as explained by Burke & El-Kot (2010) which includes time-based work-family conflict, strain-based work-family conflict, and behavior-based work-family conflict.

Working Time and Job Satisfaction

The results of this study indicate that working time has a significant positive effect on job satisfaction. Appropriate work time management, including schedule, time flexibility, and volume of hours worked would foster a feeling of comfort for employees so as to increase job satisfaction. Possenriede and Plantenga (2011) research results have also shown that flexible work arrangements increase job satisfaction. Flexibility gives employees more control over their work lives, reduces work stress, and signals that the company cares about employees so that employees feel satisfied with their work. Solanki (2013) also found that working time has a close relationship with job satisfaction. Thus, the results of this study support the results of previous studies by expanding the research area in the hospitality industry, especially spa services and wellness.

Work-Family Conflict and Job Satisfaction

The results of this study indicate that work-family conflict has a significant negative effect on job satisfaction. The higher the conflict felt by the therapist, the lower the job satisfaction, and vice versa. These results prove the role theory which states that role conflict is related to satisfaction. Employees who experience work-family conflict are generally not satisfied with their work (Frye and Breugh, 2004; Anderson et al., 2002). This result also supports the opinion of Netemeyer et al. (1996) that work-family conflict is related to work-related outcomes such as organizational commitment, job satisfaction, and turnover intention. The

results of this study corroborate previous studies conducted by Wei et al. (2016) and Gözükara et al. (2016).

Work-Family Conflict and Turnover Intention

The results showed that work-family conflict had a significant positive effect on turnover intention. The higher work-family conflict felt by the therapist, the higher the desire of the therapist to get out of work. The results of this study support the social exchange theory asserting that social exchange produces interdependence between individuals who make exchanges. Individual behavior in an exchange is strengthened by the rewards it offers (Blau, 1964). Feeling comfortable working is a form of employee psychological rewards, conversely conflict is identical with discomfort so that when employees feel uncomfortable will tend to leave the company because the benefits obtained in the exchange process are not worth the sacrifice. The therapist think that other company would give a more comfortable work atmosphere, and reduce work-family conflict.

The results of this study support the research conducted by Wang et al. (2017). Their results showed that work-family conflict had a significant effect on turnover intention. Anderson et al. (2002) indicate that work-family conflict affects turnover intention. High work-family conflict will strengthen the desire of employees to leave jobs. Netemeyer et al. (2004) also found that work-family conflict had a significant effect on turnover intention. Thus, the results of this study support the results of previous studies.

Job Satisfaction and Turnover Intention

The results of this study prove that job satisfaction has a significant negative effect on turnover intention. The higher the satisfaction of the spa and wellness therapist, the lower the desire of the therapist to quit working. These results support the social exchange theory asserting that social exchange produces interdependence between individuals who make exchanges. Individual behavior in an exchange is strengthened by the rewards it offers (Blau, 1964). Satisfaction is one form of benefit received by employees so that the reciprocal form given by employees to the company is a commitment to remain in the company and this shows the low desire of employees to leave the company. Tongchaiprasit and Ariyabuddhiphongs (2016) revealed that job satisfaction is formed by therapist satisfaction on work itself, responsibility, growth and recognition, supervision, interpersonal relations, work conditions, salary, and company policy. These aspects trigger the low interest of the therapist to resign from the job.

The results of this study support the findings by Tongchaiprasit et al. (2016) who conducted research in Bangkok, Thailand, which indicated that job satisfaction has a significant effect on turnover intention. The results of Chung et al. (2017) who conducted research in Korea

also showed that job satisfaction has a significant effect on turnover intention. Thus, the results of this study corroborate the findings from previous studies. Companies need to increase job satisfaction through satisfaction to work itself, responsibility, growth and recognition, supervision, interpersonal relations, work conditions, salary and company policy.

Implications

The results of this study provide theoretical implications by proving the theory of organizational roles through the association of working time, work-family conflict, and job satisfaction variables. This study also proves social exchange theory by finding the relationships among work-family conflict, job satisfaction, and turnover intention variables. The results of this study broaden the study of these two theories in the hospitality industry, especially in spa and wellness services. Specifically, this study examines the perceptions, attitudes and behavioral interests of female therapists in Bali, which becomes one of the uniqueness of this research.

The results of this study also make a contribution for spa and wellness managers in reducing turnover intention through arranging appropriate working time, which would reduce work-family conflict, and increase job satisfaction. Work scheduling should not only be based on the interests of the company, but also the condition of the therapists. Time flexibility is also important, so that the therapists are able to manage their household roles so as to reduce stress levels and increase job satisfaction.

Limitations and Future Research

This research has several limitations. First, this research is cross sectional and was conducted in a normal conditions so that it has not been able to describe the turbulent environmental conditions, such as when natural or non-natural disasters occur (*force majeure*) where the results might be different. Second, this study does not consider the therapists' characteristics in analyzing the influence between variables. Therefore, future studies are expected to be able to conduct longitudinal research by comparing research results between times. Other researchers can also analyze more deeply the characteristics of the therapists (e.g., age, years of service, marital status, etc.) in analyzing the influence between variables, so as to obtain more specific research results.

Table 1: Socio-demographic characteristics of the sample (% of respondents)

Gender	Female	100.0	Age	19-21	2.4
Marital	Married	79.7		22-24	5.5
Status	Single	14.5		25-27	18.6
	Widow	5.9		28-30	19.7
Working	<6 years	18.9		31-33	15.9
Experience	6-11 years	52.1		34-36	14.5
	>11 years	29.0		37-39	10.0
				40-42	9.7
				43-45	3.8
				41-50	20.3
				>50	7.2

Table 2: The Validity and Reliability Testing Results

Variables	Indicators	Loading factor/ Weight*	SE	t Stat.	AVE	CR	Cronbach's Alpha
Working time	Schedule	0.842	0.024	32.300	0.736	0.893	0.821
	Time flexibility	0.826	0.030	25.777	0.617	0.828	0.693
	Volume of hours worked	0.879	0.026	31.282	0.769	0.909	0.849
Work-family conflict	Time based	0.655	0.049	13.444	0.852	0.920	0.827
	Strain based	0.901	0.017	52.996	0.751	0.900	0.832
	Behavior based	0.800	0.032	24.784	0.703	0.876	0.788
	Work it self	0.141	0.015	9.555	0.806	0.893	0.760
	Responsibility	0.170	0.012	14.309	0.806	0.861	0.677
	Growth and recognition	0.144	0.011	12.832	0.756	0.933	0.855
	Supervision	0.180	0.013	14.228	0.874	0.913	0.810
	Interpersonal relations	0.158	0.009	16.862	0.840	0.883	0.734
	Work condition	0.174	0.010	17.833	0.790	0.942	0.877
	Salary	0.184	0.013	14.248	0.891	0.882	0.731
Company policy	0.160	0.011	14.508	0.788	0.893	0.760	
Turnover intention	Thinking of outing	0.797	0.036	21.957	0.751	0.858	0.669
	Intent quit to and search for alternative job	0.952	0.007	134.639	0.758	0.926	0.893
	Compare alternatives with present job & make decision	0.918	0.011	86.581	0.814	0.929	0.886

*Job characteristic, work-family conflict, turnover intention and job satisfaction using formative indicators.

Table 3: Hypotheses Testing Results

Path	β	<i>p</i>-Value	Claim
(H1) Working time \rightarrow Work-family conflict	-0.810	0.000	Supported
(H2) Working time \rightarrow Job satisfaction	0.694	0.000	Supported
(H3) Work-family conflict \rightarrow Job satisfaction	-0.710	0.000	Supported
(H4) Work-family conflict \rightarrow Turnover intention	0.892	0.000	Supported
(H5) Job satisfaction \rightarrow Turnover intention	-0.721	0.000	Supported

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