

# Choosing for leaving a job: what is the most important consideration of married woman?

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### Abstract

Attitude is very crucial in determining the decision for a woman to stay in the job. This means that employees tend to have a desire to leave if they feel not attached to the company. Female employees who tend to be married have a role as an employee and family member. Married female employees will have high work engagement if they feel their work brings benefits to family life. <sup>19</sup> This study aims to determine the effect of work-family enrichment on work engagement and turnover intention. The population of this research was 391 married women employees who worked at least a year in four-star hotels in Bali, Indonesia. The sample in this study is determined using a nonprobability sampling method with a saturated sample based on specified criteria, 331 questionnaires returned (response rate of 85%), but only 325 questionnaires were complete and feasible to be analyzed (usable response rate of 83%). Data were collected via questionnaire and analyzed by statistical analysis technique using SEM. The results showed that married female employees were more enthusiastic about working when they could fulfill their multiple roles in work and be better family members. Their involvement in work seriously and feeling proud to be part of the company can reduce their intention to leave. This research is expected to be a consideration for management in making policies related to decreasing turnover intention.

**Keywords:** labor turnover, multiple roles, work, family, hotels, tourism, Bali, Indonesia

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**Introduction**

Tourism is one of the sectors that have great potential in supporting the Indonesian economy. The development of the hospitality industry accompanied the increase in tourist visits. Evans and Lindsay (2011) state that the superiority of a hotel lies in its human resources, especially employees' achievements in carrying out their duties and work. The phenomenon of turnover in hotel industry employees is higher than employees who work in other industries. Dipietro and Condly (2008) state that high labor turnover is found in the hotel industry. The percentage of turnover in four-star hotels in Bali, Indonesia, fluctuates from 2015 to 2018 around 3 to 6 percent per year. Married women are faced with situations that urge them to quit, such as pregnancy or their spouse who moves to work outside the city. However, an employee will go through three stages, namely the thought to stop working, start trying to find a new job, and then employees will intend to leave or stay in the job (Søbstad, Pallesen, Bjorvatn, Costa, & Hystad, 2020).

Employees' attachment generates positive energy, so they were always active and continually immersed in their work and leave little time for negative thinking and leaving the organization (Gupta & Shaheen, 2017; Agarwal & Gupta, 2018; Wang, 2020). Employees will feel bound to their work if they realize that work can prosper their family life (Hakanen, 2011; Zhang, Meng, Yang, & Liu, 2018) and ultimately reduce their desire to leave the company (Kim & Hyun, 2017). Research on the work-family enrichment of female employees in the service sector is still limited. Based on role accumulation theory (McNall, Nicklin, & Masuda, 2010b), a married woman has two roles: work and family. One of the goals of women participating in the world of work is to earn a living or just earn income to help the family economy. Married women who have children experience more positive work-family values than unmarried women (Jones, Manuelli, & McGratian, 2015).

McNall, Nicklin, and Masuda (2010b) state that the intended enrichment is related to feelings and thoughts but not necessarily behavior. In contrast to research conducted by Akram, Malik, Nadeem, and Atta (2014) who found that where employees realized that the work could improve family welfare, their intention to leave the company is lower. Zhang, Meng, Yang, and Liu (2018), Henry and Desmette (2018) state that when employees realize that the work can improve the quality of family life, they will be more attached to their work, and the intention of employees to leave the organization will decrease.

## 1. Literature review and hypotheses development

Work-family enrichment as a condition of the extent to which experience in one role increases the quality of life in other roles (Greenhouse & Powell, 2006). Work-family enrichment occurs when work experiences improve the quality of family life. Following the role, accumulation theory states that individuals get various awards by taking various domains (Kang & Jang, 2020). The concept of work-family enrichment focuses on positive relationships between the two roles so that a role will produce resources that might be useful to use in other roles (Frone, 2003). Work-family conflict and work-family enrichment are bi-directional constructs (Carlson, Kacmar, Wayne, & Grzywacz, 2006), but Frone (2003)

states that the two concepts are independent constructs and are not related to each other. Involvement in various roles can improve function in other roles (Washington, 2006). Three dimensions can measure work-family enrichment such as work-family development, work-family affect, and work-family capital (Carlson, Kacmar, Wayne, & Grzywacz, 2006).

Russo and Bounocore (2012), Akram, Malik, Nadeem, and Atta (2014) state that work-family enrichment has a negative and significant effect on turnover intention. Aboobaker and Edward (2019) also found that the higher the level of work-family enrichment, the lower the level of turnover intention employees. Several empirical studies mention that work-family enrichment harms turnover intention (Aryee, Srinivas, & Tan, 2005), which means when employees realize that work makes happiness, they become a better family, and then further reduce intention to leave the job. McNall, Nicklin, and Masuda (2010b) found no significant relationship between work-family enrichment and turnover intention, arguing that such enrichment is related to “feelings and thoughts but not necessarily behavior”.

*H1:* Work-family enrichment has a significant effect on turnover intention of married female employees.

Married women play two roles in their lives, both at work and family (Grzywacz & Carlson, 2007). Some of the advantages of working women include gaining skills, positive emotions, self-esteem, and life satisfaction (Ruderman et al., 2002). According to Greenhaus and Powel (2006), Carlson, Kacmar, Wayne, and Grzywacz (2006), work-family enrichment means the extent to which experience in one role can improve the quality of other roles. Karanika-Murray, Duncan, Pontes, and Griffiths (2015), Zhang, Meng, Yang, and Liu (2018) stated the same thing, where one of the consequences of work-family enrichment is work engagement, so the more employees realize that work helps them to acquire skills so that they become better family members, the employee will be more diligent in doing each of these jobs. Work-family enrichment has a significant influence on work engagement (McNall, Masuda, & Nicklin, 2010a; Carlson, Kacmar, Zivnуска, Ferguson, & Whitten, 2011), it is an advantage for organizations if they can provide facilities to employees in integrating the relationship between family and work by implementing human resource management policies.

*H2:* Work-family enrichment has a significant effect on the work engagement of married female employees.

Turnover intention is an individual's subjective estimate of the likelihood that someone will leave the organization shortly (Zhang & Li, 2020). Employees will tend to dislike their work and become active to see job opportunities in other companies if they feel a decrease in their sense of enthusiasm and fatigue (Siddiqi, 2013). Turnover intention is the thought of leaving, looking for work elsewhere, and the desire to leave the organization. Lee, Huang, and Zhao (2010) state there are three indicators used to measure turnover intention, such as thinking of quitting, intention to search, intention to quit.

According to Baumruk (2006), if the employee has a high disengagement with the company, they will improve the general behavior of one of them still living, or in other words, employees will be loyal to his job, even though there is an opportunity to find work elsewhere. Work engagement can be a cause of labor turnover; employees who have high work engagement will have a positive influence that causes them to be more active and stay in their work and do not have the mind to leave work. It is similar to the statement of Shadbhad, Hassani, Abbaszadeh, and Ghasemzadeh (2016) who tested the same hypothesis where the results state that employees who have a low work engagement are predicted to leave the company to go to other companies. Likewise, Daley (2017), L. Zhao and J. Zhao (2017), Kumar, Jauhari, Rastogi, and Sivakumar (2018) concluded that work engagement (vigor, dedication, and absorption) had a negative and significant effect on turnover intention. Some empirical research also states that work engagement has a negative and significant effect on turnover intention (Kim, 2017; Kim & Hyun, 2017; Kumar, Jauhari, Rastogi, & Sivakumar, 2018). This means that the more employees feel happy and immersed in work, the lower their intention to find another job.

*H3:* Work engagement has a significant effect on turnover intention of married female employees.

It is very important to know why married female employees leave the company. Married female employees who have multiple roles as workers and family members often tend to leave the company if they think the work cannot improve family welfare. Thinking of quitting is driven by low employee involvement in the job (Kumar, Jauhari, Rastogi, & Sivakumar, 2018). Employees will be more eager to work if they feel the job benefits family life (Zhang, Meng, Yang, & Liu, 2018) and ultimately reduce their desire to leave the company. Therefore, this research aims to determine the effect of work-family enrichment on work engagement and turnover intention.

## **2. Aim**

This study aims to find out how many effect work-family enrichment and work engagement on turnover intention of married women.

## **3. Research methods**

This research was conducted using a cross-sectional survey. The population size is 391 married female employees in four-star hotels in Bali, Indonesia, and the entire population is given the same opportunity to fill out a questionnaire in this study. Determination of the sample involved married female employees in four-star hotels in Bali, Indonesia, with different working and family conditions so that it was difficult to generalize married female employees who worked in four-star hotels in different regions or different industries. The returned questionnaire numbered 331 (response rate 85%) with a return period of one month. A complete and feasible questionnaire to be analyzed in this study was 325 respondents (usable response rate of 83%). A questionnaire of 6 copies cannot be used because the respondent did not fill in the data, and the answer was not complete. Work-Family Enrichment Scale (Rastogi & Chaudary, 2017), Utrecht Work Engagement Scale (Schaufeli, Bakker, & Salanova, 2006) and Turnover Intention

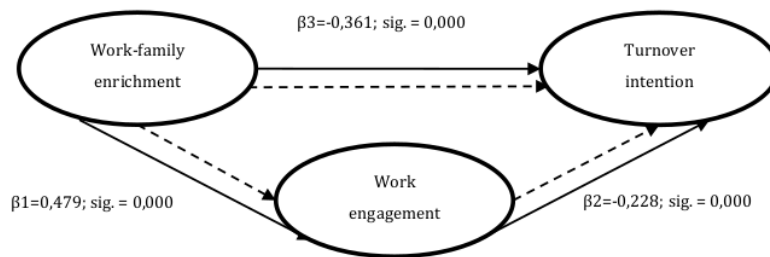


Scale (Sager, Griffeth, & Hom, 1998) were used for data collection in this research. The validity test showed that this model was accurately measured in this research, and the reliability test showed that this research instrument could be acceptable. The feasibility test of the model with Structural Equation Modeling (SEM) is used to analyze the proposed hypotheses.

#### 4. Results

This study showed that respondents aged 20 to 29 years were in the first position of 193 people or 59.4%. Respondents who are permanent employees are 63 people or 19.4% in the first place. The female employees who were respondents in this study had the last education, of which most were diploma education, totaling 179 people or 55.1%. Respondents with a work experience of 1 to 5 years had the most number, namely 218 people or 67.0%. The department food and beverage has the highest number of respondents, 77 people, or 23.7%.

Basic condition demonstrating frequently presented contentions on the model assessment, as none of the models may have altogether secured the entirety of the essential settings (Schumacker & Lomax, 2004). For instance, a little esteem for the Chi-square measurement ( $\chi^2$ ) and the probability (P) of a lesser measure of than 0.05. Be that as it may, these figures were every so often represented and, for the most part, ignored by signifying to other elective methods for assessing the model fit. The limit esteems drawing closer 0.95 for the Tucker-Lewis list (TLI and Comparative Fix Index (CFI) and 0.06 for the root mean square blunder of guess (RMSEA), may have agreeably up kept the derivation of a reasonably solid match between the proposed model and the information. Different researchers prescribed different decency of fit insights comprising of CMIN/DF (the base test disparity work) assumed  $\leq 2.0$ ; GFI (decency of fit record) approximating 0.90, what is more, AGFI (balanced decency of-fit record) moving toward 0.90 or higher. Figure 1 shows the model test results through structural model testing.



**Figure 1.** Analysis using SEM

The result shows that all constructs used to form a research model have met the established goodness of fit. This means that the model is fitted with the sample data. The results of testing the goodness of fit SEM model of this study are shown in Table 1.

**Table 1.** Evaluation of goodness of fit indications criteria

The goodness of fit measure	Cut-off value	Results	Conclusion
$p$ -value Chi-square ( $\chi^2$ )	$> 0.05$	0.051	Good fit
CMIN/DF	$\leq 2.00$	1.146	Good fit

GFI	$\geq 0.90$	0.933	Good fit
TLI	$\geq 0.95$	0.989	Good fit
CFI	$\geq 0.95$	0.990	Good fit
RMSEA	$\leq 0.08$	0.021	Good fit
AGFI	$\geq 0.95$	0.917	Marginal fit

Note: CMIN/DF = The Minimum Sample Discrepancy Function/Degree of Freedom, GFI = Goodness of Fit Index,

TLI = Tucker Lewis Index, CFI = Comparative Fit Index, RMSEA = Root Mean Square Error of Approximation,

AGFI = Adjusted Goodness of Fit Index.

By alluding to the  $\chi^2$  test ( $\chi^2 = 301,486$ ) and probability ( $p = 0.051$ ), this model could catch the decency of the model's attack. The same way when it was seen from different estimations, the model shown an adequate wellness of CMIN/DF = 1.146 (anticipated littler than 2), GFI = 0.933 (higher than 0.90), AGFI = 0.917 (marginal fit), CFI = 0.990 (higher than 0.95), TLI = 0.989 (higher than 0.95) and RMSEA = 0.021 (lower than 0.08). The outline of the full model of the examination after the particular is noticeable in Figure 1. The effect of the basic model investigation is discernible in Table 1. All constructs used to form a research model in the confirmatory factor analysis processes that probability, CMIN/DF, GFI, TLI, CFI, RMSEA, and AGFI have fulfilled the established goodness of fit. AGFI is below the cut-off value, but it is still within the tolerance limit, often called marginal. This means that the model is fitted with the data.

Hypotheses testing was done by observing the probability (P) of the estimated regression weights of the structural equation model. If the  $p$ -value is less than 0.05, the hypothesis is accepted.

**Table 2.** Results of research hypotheses testing

Hypothesis	Effect	Estimate	SE	CR	P	Conclusion
H1	WFE $\rightarrow$ TI	-0.361	0.058	-5.032	***	Significant
H2	WFE $\rightarrow$ WE	0.479	0.073	7.060	***	Significant
H3	WE $\rightarrow$ TI	-0.228	0.050	-3.386	***	Significant
Significant limit		$p \leq 0.05$ and $CR \geq \pm 1.96$				

Note: WFE – Work-Family Enrichment, TI – Turnover Intention, WE – Work Engagement. \*\*\*  $p < 0.05$ .

Based on Table 2, it can be stated that the first hypothesis (H1), which states that work-family enrichment (WFE) has a negative and significant effect on turnover intention (TI) of married female employees, can be accepted. Significance test results show a probability value of 0.000 is smaller than 0.05, and a critical ratio (CR) value of -5.032 is greater than 1.96, and the direct effect of work-family enrichment on turnover intention is -0.361.

The second hypothesis (H2), which states that work-family enrichment (WFE) has a positive and significant effect on work engagement (WE) of married female employees, can be accepted. Significance test results show a probability value of 0.000 is smaller than 0.05, and a critical ratio (CR) value of 7.060 is greater than 1.96, and the direct effect of work engagement on turnover intention is 0.479.

The third hypothesis (H3), which states that work engagement (WE) has a negative and significant effect on the turnover intention (TI) of married female employees, can be accepted. Significance test

results show a probability value of 0.000 is smaller than 0.05, and a critical ratio (CR) value of  $-3.386$  is greater than 1.96, and the direct effect of work engagement on turnover intention is  $-0.228$ .

## 5. Discussion

Work-family enrichment has a negative and significant effect on turnover intention. This shows that when married female employees feel that the work can improve family welfare, they will not think of quitting in the job. Conversely, if the employee has low work-family enrichment, the desire of married women employees to leave the company will increase. Work-family enrichment, as measured by work-family development, work-family affect, and work-family capital, shows that it has been well managed to contribute to turnover intention. Based on employee ratings, involvement in work helps married female employees acquire skill, and involvement in work makes them feel happy and happy, this helps married female employees become better family members. This study is relevant to the statement of Zhang, Meng, Yang, and Liu (2018) that employees will have a desire to leave the company if they feel the work cannot improve family welfare. This is in line with research by Crain and Hammer (2013) who state that the predictor of work-family enrichment is turnover intention. Odle-Dusseau, Britt, and Greene-Shortridge (2012), Mustapha, Ahmad, Uli, and Idris (2011b) state work-family enrichment harms turnover intention.

Work-family enrichment has a positive and significant effect on work engagement. This shows that the more married female employees feel that the work gives them a sense of happiness and makes them a better family member, the higher their sense of involvement with the company. Vice versa, if work-family enrichment is low, the lower the level of employee involvement in his work. This study related to the statement of Henry and Desmette (2018) states that the higher the work-family enrichment, the higher the involvement of employees in the company. This means that bringing work-family enrichment has a positive effect on work engagement (Chen & Powell, 2012).

Work engagement has a negative and significant effect on turnover intention. The more married female employees have a deep involvement in the job, the lower the intention of employees leaving the company. Work engagement is measured by vigor, dedication, absorption. Based on the assessment of married female employees, they feel happy if they can work in earnest. Besides, married female employees feel enthusiastic at work, which gives a deep sense of involvement in the company. Du Plooy and Roodt (2010) states that if employees feel non-attachment to work, it will cause an intention to leave the company. Following the statement of Erdil and Muceldili (2014) states that work engagement harms turnover intention, employees who feel emotional attachment will feel more enthusiastic at work, thereby reducing their desire to leave the company or look for other job alternatives. In research conducted by Schaufeli and Bakker (2004), Karatepe (2013) mentions that the level of work engagement will reduce employee turnover intention. This means that employees' desire to leave the company will decrease if they feel an attachment to the company.



Work-family enrichment has a negative and significant effect on turnover intention through work engagement. This means that if married female employees have a high work-family enrichment, they will feel more involved in their work and reduce their intention to quit. Work-family enrichment consisting of work-family development, work-family affect, and work-family capital could be managed well to give pride to the work done to reduce the desire of employees to look for other jobs. According to the research by Henry and Desmette (2018), which states that work-family enrichment has a positive and significant effect on work engagement, which means that the more employees feel that the work can improve the quality of their lives, employees will be more enthusiastic in carrying out their work. Employees will carry out their work seriously if they believe that the work provides a sense of achievement or success and helps them become a better family member. Employee involvement in their work will deeply reduce their intention to leave the company (Zhang, Meng, Yang, & Liu, 2018; Purba & Ananta, 2018; Thirapatsakun et al. 2014). Previous research conducted by Gupta and Shaheen (2017), Alfes, Shantz, Truss, and Soane (2013) states that work engagement is a positive state of employees where they carry out their work with full dedication. If employees feel proud of the work they do, the lower the intention of employees to look for alternative work (L. Zhao & J. Zhao, 2017; Takawira, Coetzee, & Schreuder, 2014).

## Conclusion

Work-family enrichment has a negative and significant effect on turnover intention through work engagement. This means that when married female employees have high work-family enrichment, they will feel more involved in their work and reduce their intention to quit. Work-family enrichment consisting of work-family development, work-family affect, and work-family capital could be managed well to give pride to the work done to reduce the desire of employees to look for other jobs.

The study results stated that a married female employee at the four-star hotels felt work engagement, but the lowest rating was found in vigor. This implies management must pay attention to the willingness of employees to devote energy to one job. Work-family enrichment is considered good by employees with the same assessment of work-family development, work-family affect, and work-family capital. However, the lowest value is the involvement in work that helps employees understand differences of view and become better family members. This implies that management must provide employees with an understanding of different perspectives on the job. Employees give a low assessment of turnover intention, but the highest assessment is on the intensity of employees thinking about leaving the company. It implies that management must pay attention to employees' reasons to minimize the emergence of intention to quit the job. To reduce the turnover intention of married women employees, the employee must have a high work-family enrichment and work engagement for the company. This research is expected to be a consideration for management in making policies related to work-family enrichment, work engagement, and turnover intention. This examination is a quantitative report so that

later on, family support can be included to explain the reason why the married female employee has to leave or stay in the job using a mix method approach (quantitative and qualitative).

#### **Author contributions**

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Funding acquisition: Ni Made Dwi Puspitawati.

Writing – original draft: Ni Made Dwi Puspitawati.

Investigation: I Wayan Gede Supartha, I Gede Riana.

Methodology: I Wayan Gede Supartha, I Gede Riana.

Supervision: I Wayan Gede Supartha, I Gusti Ayu Manuati Dewi, I Gede Riana.

Validation: I Wayan Gede Supartha, I Gusti Ayu Manuati Dewi.

Writing – review & editing: I Wayan Gede Supartha, I Gusti Ayu Manuati Dewi, I Gede Riana.

Formal analysis: I Gusti Ayu Manuati Dewi.

Project administration: I Gusti Ayu Manuati Dewi.

Resources: I Gede Riana.

Software: I Gede Riana.

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