

# The Effect of Work-Family Conflict on Proactive Work Behavior and Turnover Intention: The Role of Supervisory Support as a Moderating Variab

*by* Hastuti Naibaho .

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**Submission date:** 12-Apr-2023 05:17PM (UTC+0700)

**Submission ID:** 2062421079

**File name:** -work-behavior-and-turnover-intention\_-\_Jurnal\_Internasional.pdf (430.25K)

**Word count:** 9356

**Character count:** 53094



VOLUME 19 ISSUE 1

# Knowledge Management

An International Journal

14

## The Effect of Work-Family Conflict on Proactive Work Behavior and Turnover Intention

The Role of Supervisory Support  
as a Moderating Variable

HASTUTI NAIBAHO, TEGUH PRASETIO, DALIZANOLO HULU, AND VEBRY HARYATI LUBIS



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AN INTERNATIONAL JOURNAL**

<https://organization-studies.com>

ISSN: 2327-7998 (Print)

82: 2327-9249 (Online)

<https://doi.org/10.18848/2327-7998/CGP> (Journal)

37 published by Common Ground Research Networks in 2019  
University of Illinois Research Park  
2001 South First Street, Suite 202  
Champaign, IL 61820 USA  
Ph: +1-217-328-0405  
<https://cgnetworks.org>

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# The Effect of Work-Family Conflict on Proactive Work Behavior and Turnover Intention: The Role of Supervisory Support as a Moderating Variable

Hastuti Naibaho,<sup>1</sup> Universitas Pembangunan Jaya, Indonesia  
Teguh Prasetyo, Universitas Pembangunan Jaya, Indonesia  
Dalizanolu Hulu, Universitas Pembangunan Jaya, Indonesia  
Vebry Haryati Lubis, College of Health Sciences Ichsan Medical Center, Indonesia

**Abstract:** Work stress caused by work-family conflict creates negative impacts on an organization, specifically on the increasing trends of turnover intention or intention to leave the organization as well as reducing the intention to perform proactive work behaviors. These impacts are the result of employees' limited resources (e.g., time and energy) for balancing work and family domains simultaneously. One of the contributing factors influencing work-family conflict is a situational work domain such as working hours, job characteristics, and organizational culture. Jobs that require employees to work long hours or irregular work schedule (e.g., working on a shift system) and the nature of work that requires employees to spend most of their time and energy in the workplace can cause high work-family conflict. The negative impacts of work-family conflict can be reduced by the availability of sufficient support from leaders (supervisory support). Leaders who provide support to employees who are facing work-family conflict can contribute to the improvement of resources needed by employees to resolve work stress resulting from work-family conflicts. This study aimed to find (1) empirical support of negative effects of work-family conflict on turnover intention and proactive work behavior, and (2) the role of supervisory support as a moderating variable in reducing the negative impacts of work-family conflict in the service organization context. The sample of this study are nurses who work in private and public hospitals. The results of the study show that work-family conflict increases employees' work stress; consequently, work stress reduces the intention to perform proactive work behavior and at the same time it increases the intention to leave the organization. Meanwhile, supervisory support reduces the negative impacts of work stress on proactive work behavior, yet it can not reduce the employees' intention to leave the organization.

**Keywords:** Work-Family Conflict, Supervisory Support, Proactive Work Behavior, Turnover Intention, Health Service

## Introduction

Individuals who work for an organization consequently bear two responsibilities in their life, namely family responsibility (family domain) and work responsibility (job domain). Both of these domains are meaningful in the lives of employees, hence they strive to fulfill these two responsibilities (Casper et al. 2011). However, limited resources (e.g., time and energy) often cause a role conflict so that employees are pressured to decide which domain to prioritize (Greenhaus and Beutell 1985; Macewen and Barling 1994; Brummelhuis, Bakker, and Euwema 2010). Work stress caused by work-family conflict has several negative impacts on the organization, such as high turnover intention, low work performance, lack of job satisfaction, and other psychological stresses such as insomnia and anxiety (Mihelic and Takavcic 2013).

Carlson, Kacmar, and Williams (2000) found that the contributing factors of work-family conflict come from a situational work domain. These factors include working hours, job characteristics, and organizational culture. The work types that require employees to work long hours and/or unscheduled working hours (e.g., a shift system) and the nature of work that requires employees to spend most of their time and energy in the workplace can cause high work-family conflict. Work-family conflict of this category is known as time-based conflict (Michel et al. 2011). Strain-based conflict and behavioral-based conflict are two other categories

<sup>1</sup> Corresponding Author: Hastuti Naibaho, Jalan Cendana No 26, Management Study Program and Center of Urban Study, Universitas Pembangunan Jaya, Tangerang, Banten, 15413, Indonesia. email: hastuti.naibaho@upj.ac.id

that cause work-family conflict. Strain-based conflict occurs when employees experience stress caused by overloaded tasks in one domain and high demands of responsibility in another (family domain or work domain), which will then cause a role conflict. Behavioral-based conflict occurs when behaviors in one domain are transferred to another domain so employees are unable to fulfill their responsibilities (performance) satisfactorily (Michel et al. 2011). Conflicts from these three categories cause work stress. The work stress caused by work-family conflict makes employees become emotionally exhausted and decreases the level of job satisfaction, which then motivates turnover intention (Boles, Johnston, and Hair 1997).

A job that potentially causes work-family conflict is being a nurse. Research by Ahsan (2016) showed that most nurses agreed that a nurse's workload is immense and often it does not match the roles and functions of a nurse. Nurses who work night shifts experience work stresses from mild to severe categories. When nurses experience work stress, their work performance, job satisfaction, and quality of life will decrease. They can become emotionally exhausted, which will then lead them into consider leaving the organization (Boles, Johnston, and Hair 1997).

Different types of research on work-family conflict have been conducted by many researchers (Kailasapathy and Jayakody 2018; Ahsan 2016; Ferreira et al. 2017; Kim et al. 2015; Boles, Johnston, and Hair 1997; Wiley 1987; Williams and Alliger 1994), and they found that work-family conflict causes psychological exhaustion, negative work attitudes, low job satisfaction, and high turnover intention. Previous researchers commonly focused on the determinants and the negative consequences of work-family conflicts. Research aiming at finding empirical support for the role of moderating variables to reduce the negative impact of work-family conflict still receives less attention from organizational behavior researchers, although empirical research on these variables will provide significant practical impacts for organizations. Previous research conducted by Janasz et al. (2013) found that mentoring and positive perceptions toward environmental support for employees can reduce work-family conflicts. They found that organizations can reduce the negative impact of work-family conflict if organizations provide support for employees. Supervisory support is one of the organizational supports that can reduce the negative consequences of work-family conflict. Kailasapathy and Jayakody (2018) found that transformational leadership styles can reduce work-family conflicts that are faced by subordinates.

Therefore, this study aims to fill the research gap on the limited study of moderating variables that can reduce the negative impact of work-family conflict. This research focuses on the role of a direct leader as a buffer to reduce the negative impact of work-family conflict. Thus, organizations can use empirical data or results of this study to design organizational policies. Specifically, this research aims to find empirical support for the negative effects of work-family conflict on turnover intention, proactive work behavior, and the role of the moderating variable of supervisory support to reduce the negative impact of work-family conflict in a health service organization.

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## Literature Review and Hypothesis Development

### *Work-Family Conflict and Work Stress*

Greenhaus and Beutell (1985) propose a conceptual definition of work-family conflict as a form of inter-role conflict in relation to the role pressure from work and family. Other researchers defined work-family conflict as a conflict between work and home responsibilities (Boles, Johnston, and Hair 1997). Furthermore, Greenhaus and Beutell (1985) state that work-family conflict is caused by inter-role conflict, i.e., the pressure to fulfill the roles in the family domain and work domain simultaneously while time and energy are very limited. Both family domain and work domain are meaningful for employees so that when they are required to fulfill the responsibilities in both domains, the employees will be depressed because their resources allow

them to fulfill only one of the two domain's responsibilities (Boles, Johnston, and Hair 1997). This stress is categorized as work stress caused by work-family conflict.

According to Netemeyer, Maxham, and Pullig (2005), work stress is nervousness or anxiety related to jobs that affect the emotions and/or physical health of employees. Work stress caused by role conflict occurs when one person is expected to fulfill responsibilities in multiple roles without considering the limited resources (e.g., time and energy) so that when one person fulfills responsibilities in one domain (e.g., work domain), then that person cannot fulfill responsibilities in other domains (Frone, Russell, and Cooper 1992). When employees cannot fulfill one of the roles, they will experience stress because members in both domain will demand that they fulfill their responsibilities or tasks. Work stress is caused by a failure to fulfill the demand of both domains (work domain and family domain) while they are bound by the identities of these two domains.

Social identity theory states that people will identify with several social categories and then define themselves based on social categories. Self-definition includes people's roles/functions and responsibilities (Tajfel and Turner 1985) in each social category they belong to. When employees cannot fulfill their role in one of the social categories, they will experience work stress because there is a denial of one of the social identities (Netemeyer, Maxham, and Pullig 2005). Pressures from both domains cause work stress. Therefore, it said that work-family conflict causes work stress to employees.

### ***Work Stress, Turnover Intention, and Pro-active Behavior***

Robbins (2005) states that the effects of work stress are different from one person to another. Several factors influencing the different effects are (1) environmental factors, i.e., uncertain social conditions; (2) organizational factors, i.e., task demands, role demands, interpersonal demands, organizational structure, and organizational leadership; and (3) individual factors, i.e., the number of activities that should be carried out by individuals with limited time and energy resources. Work stress caused by work-family conflicts will cause several negative effects, such as depression, low level of wellbeing, and low job satisfaction (Frone, Russell, and Cooper 1992; Boles, Johnston, and Hair 1997; Mihelic and Takavicic 2014).

Work stress forces employees to find solutions for psychological stresses. Distraction arousal theory (Teichner, Arees, and Reilly 1963) states that individuals have mental resources that enable them to work well under pressure. However, when high levels of physiological arousal can be too distressing, individuals look for ways to maintain an optimum level of physiological arousal. One of the solutions commonly considered is to leave the organization. In addition, employees will reduce pro-active work behavior and do only the minimum required work.

A literature review conducted by Steel and Lounsbury (2009) about the employee turnover process has produced an integrative map of the turnover-theory concept. They state that individual factors (e.g., family responsibility) and work/organizational factors (e.g., work stress) will cause tension. When employees face high tension, there are two ways to reduce the tension: (1) employees immediately decide to look for new jobs, and (2) employees strive to stay in the organization by exhibiting withdrawal behavior.

Proactive work behavior (e.g., proposing a new idea to improve performance) requires cognitive resources and energy to be able to think creatively (Byron, Khazanchi, and Nazarian 2010). When employees experience work stress, they will reduce proactive work behavior while exhibiting withdrawal behavior as internal remedy efforts (Steel and Lounsbury 2009). Netemeyer, Maxham, and Pullig (2005) found that customer service employees experience work stress as a result of work-family conflict, and it reduces the employees' extra-role behavior.

Research conducted by Boles, Johnston, and Hair (1997) found that work stress caused by work-family conflict has a significant impact on turnover intention or intention to leave the organization. Another consequence of negative behaviors caused by work stress is excessive

employee absenteeism (Mihelic and Takavicic 2014). Employees who have experienced work stress only work to fulfill their main responsibilities for they do not have additional resources and energy to fulfill the responsibilities beyond their main responsibilities. Thus, work stress caused by work-family conflict will have a negative impact on turnover intention and proactive work behavior.

### *Supervisory Support*

According to Kottke and Sharafinski (1988), supervisory support is the support provided by direct supervisors for employees in terms of welfare and work-related interests. Another definition of supervisory support is proposed by Stinglhamber, Cremer, and Mercken (2006), who state that the perception toward supervisory support refers to employee perception on the level and quality of support that leaders provide for them. Previous research also provides empirical results that supervisory support will increase employee commitment to the organization. When employees are committed, employees will not plan to leave the organization (Casper et al. 2011).

The negative impact of work stress caused by work-family conflicts can be reduced by providing supervisory support to employees. Supervisory family support provided by a direct supervisor is one of the social supports. Social support theory explains that when subordinates perceive that their leaders understand the demand to fulfill the responsibilities of the family domain, they will have more positive perception toward their work environment. Moreover, the level of job satisfaction and the intention to continue their employment with the organization will be higher (Bagger and Li 2014).

The results of Bagger and Li's (2013) study support the social support theory that supervisory family support can improve an employee's job satisfaction and reduce the intention to leave the organization. Research from Kailasapathy and Jayakody (2018) is consistent with the results of Bagger and Li's research (2014). They found that transformational leadership can reduce work-family conflict because transformational leaders encourage subordinates to express ideas, and share workloads and problems to their leaders. When employees experience work-family conflict, they can communicate with their leaders so that employees will have internal remedies to reduce physiological tension.

Family-support supervisor behavior (FSSB) is a construct built by Hammer et al. (2009) and is defined as the support provided by supervisors to employees in fulfilling responsibilities of the family domain. A family-support supervisor is the supervisor who supports employees to fully fulfill responsibilities in the work domain and family domain. Research conducted by McCarthy et al. (2013) provides empirical support that supervisory support is significantly related to decreasing turnover intention. Other researchers found that supervisory support can reduce work-family conflict (Lapierre and Allen 2006; Thompson and Prottas 2006).

A previous study supports that employees with positive perception toward supervisory support have a significant impact on proactive work behavior (Wu and Parker 2017). Bagger and Li (2014) found that leadership support can improve employee performance because employees perceive that there is reciprocal relationship between employees and their organizations. Negative impacts of work stress on turnover intention and proactive work behavior can be reduced by forming positive perceptions on supervisory support. Employees who experience work stress because of the demands of responsibilities from the family and work domains will have new resources (new energy) when their leaders help them to solve their problem and provide psychological support.

Supervisory support can also improve organizational citizenship behavior directed at the supervisor (Bagger and Li 2014) so that when employees experience work stress, employees will continue to provide positive work behavior (e.g., proactive work behavior) and they will not consider leaving the organization due to the psychological connection between subordinate and direct supervisor. Research conducted by Mayo et al. (2012) on the role of supervisory support

11. co-workers' support in reducing role conflict and physical stressors found that supervisory support is a more powerful reducer of employee strain than co-worker support. Supervisory support for work and emotional behavior will reduce work stress caused by work-family conflict so that employees will feel 31. emotionally bound to the organization. Thus, supervisory support can be a moderating variable in the relationship between work stress and turnover intention as well as the relationship between work stress and proactive work behavior.

**Hypotheses Proposed:**

- H1: Work-family conflict 7 will be positively related to work stress
- H2: Work stress will be positively related to turnover intention
- H3: Work stress will be negatively related to proactive behavior 23
- H4a: Supervisory support is a moderating variable between work stress and turnover intention. Specifically, supervisory support will weaken the relationship between work stress and turnover intention.
- H4b: Supervisory support is a moderating 23 variable between work stress and proactive behavior. Specifically, supervisory support will weaken the relationship between work stress and proactive behavior.

**Research Method**

This research is a quantitative study with a survey approach. This study involves nurses as respondents to answer research questions. The questionnaires were used to obtain information about the studied variables to answer research questions and hypothesis testing.

**Samples**

The population 64 in this research is composed of nurses at the South Tangerang Hospital, Indonesia. The sampling method used in this research was random sampling, in which questionnaires were distributed at five public hospitals in S 21 in Tangerang. The overall minimum sample was 5 x indicators (34) = 170. This is relevant to the rule of thumb suggested by Hair et al. (2010) to fulfill statistical power requirements.

There were three hospitals that agreed to participate in this study: (1) Permata Pamulang Hospital, (2) Ichsan Medical Center Bintaro Hospital, (3) South Tangerang General Hospital. Permata Pamulang Hospital and Ichsan Medical Center Hospital Bintaro are private hospitals while South Tangerang Public Hospital is a public hospital. The questionnaires were distributed to 310 nurses, but only 236 questionnaires were returned; therefore, the response rate in this research was 76.13 percent. Information on the number of questionnaires distributed to the three hospitals and information on the number of questionnaires returned by hospitals is presented in Table 1. The number of questionnaires returned from Tangerang Selatan General Hospital (public hospital) was the highest percentage at 56.36 percent. All returned questionnaires could be used for the data analysis stage because they fulfilled the data eligibility characteristics, i.e., there was no statement which was not filled in by the respondents and no respondent answer was centralized.

Table 1: Information for Returned Questionnaires

No	Name of Hospital	Distributed Questionnaires	Returned Questionnaires
1	Permata Pamulang Hospital (Private Hospital)	100	79
2	Ichsan Medical Center Bintaro Hospital (Private Hospital)	40	24
3	Tangerang Selatan General Hospital (Public Hospital)	170	133
Total		310	236

Source: Naibaho 2018



### Measurement

The measurement of each variable in this research used the instruments developed by previous researchers. This research used the previously built instruments because they have been tested and proved to have a high-reliability value, and they have been used in both contexts of Asian culture and Western culture. This study used a five-Likert scale, where: 1 = strongly disagree (SD); 2 = disagree (D); 3 = neutral answers (N); 4 = agree (A); and 5 = strongly agree (A).

Measurement of work-family conflict variable used the instruments built by Carlson, Kacmar, and Williams (2000, 272–74) consists of seventeen items. The statements include (1) time-based work interference with family; (2) time-based family interference with work; (3) strain-based work interference with family; (4) strain-based family interference with work; (5) behavior-based work interference with family; (6) behavior-based family interference with work.

Time-based work interference with family consists of three statements:

1. My work keeps me from my family activities more than I would like;
2. The time I must devote to my job keeps me from participating equally in household responsibilities and activities;
3. I have to miss family activities due to the amount of time I must spend on work responsibilities.

Time-based family interference with family consists of three statements:

1. The time I spend on family responsibilities often interfere with my work responsibilities;
2. The time I spend with my family often causes me not to spend time in activities at work that could be helpful to my career;
3. I have to miss work activities due to the amount of time I must spend on family responsibilities.

Strain-based work interference with family consists of three statements:

1. When I get home from work I am often too frazzled to participate in family activities/responsibilities;
2. I am often so emotionally drained when I get home from work that it prevents me from contributing to my family;
3. Due to all the pressures at work, sometimes when I come home I am too stressed to do the things I enjoy.

Strain-based family interference with family consists of three statements:

1. Due to stress at home, I am often preoccupied with family matters at work;
2. Because I am often stressed from family responsibilities, I have a hard time concentrating on my work;
3. Tension and anxiety from my family life often weaken my ability to do my job.

Behavior-based work interference with family consists of three statements:

1. The problem-solving behaviors I use in my job are not effective in resolving problems at home;
2. Behavior that is effective and necessary for me at work would be counterproductive at home;
3. The behaviors I perform that make me effective at work do not help me to be a better parent and spouse.

Behavior-based family interference with family consists of two statements:

1. Behavior that is effective and necessary for me at home would be counterproductive at work;
2. The problem-solving behavior that works for me at home does not seem to be as useful at work.

The turnover intention variable used an instrument built by Colarelli (1984), which consists of three statements: (1) If I have my own way, I will be working for other company; (2) I often think of quitting my job; (3) I am planning to search for new jobs during the next twelve months. Measurement of work stress variable used an instrument built by Rodell and Judge (2009), which consists of four statements: (1) Today, I have experienced severe time pressures in my work; (2) Today, I feel the weight of responsibility I have at work; (3) Today, my job has been required to use a number of complex or high-level skills.

The measurement of supervisory support used an instrument built by Wu and Parker (2017), which consists of seven statements:

1. My supervisor is sympathetic and supportive when I am worried or upset about something;
2. My supervisor gives me encouragement;
3. Support when I have a difficult stressful task or responsibility;
4. My supervisor offers to provide advice or assistance when I need help with a difficult task or problem;
5. My supervisor encourages me to live up to my potential;
6. My supervisor allows me to take a strong hand in setting my own performance goals;
7. When I tell my supervisor about something new that I would like to try, my supervisor encourages me to do it.

The measurement of proactive behavior variable used an instrument built by Griffin, Neal, and Parker (2007), which consists of three statements:

1. Suggested ways to make your unit work more effective;
2. Developed new and improved methods to help your work unit perform better;
3. Improved the way your work unit does a thing.

### ***Hypothesis Testing***

The data analysis method for the hypothesis testing was hierarchical linear regression. Hierarchical linear regression can accommodate hypothesis testing of supervisory support as a moderating variable. The authors referred to Baron and Kenny (1986) for testing the moderating variable and used moderated hierarchical linear regression analyses computed following the procedure delineated by Aiken, West, and Reno (1991).

## **Research Findings**

### ***Descriptive Statistics and Respondents Analysis***

Based on gender identity, the majority of respondents in this research are female, which rounds off to 77.97 percent female nurses (184). Married respondents were 58.05 percent, and unmarried (single) respondents were 41.95 percent. Based on generation characteristics, the majority of the respondents are postmillennial or generation Y. Bencsik, Horváth-Csikós, and Juhász (2016) classify Generation X as the generation who were born between 1960 and 1980, and Generation Y is the generation born between 1980 and 1995. Of the total respondents, 15.25 percent of the respondents were in the Generation X category, and 84.75 percent of respondents were in the generation Y category. Based on work tenure, respondents who have worked for more than four

years are 51.69 percent of the total, respondents who have worked for between fewer than two years to four years are 19.07percent, and respondents who have worked for less than one year to two years a 29.24 percent. The respondents of this research are heterogeneous both in terms of demographic backgrounds (gender, marital status), category of generation (generation X, generation Y), and functional background (work tenure). A summary of the respondents' characteristics of this research is presented in Table 2.

Table 2: Characteristics of Respondents

No	Characteristics	Number of Respondents	Percentage (%)
1	Gender		
	Male	52	22,03
	Female	184	77,97
2	Status		
	Married	99	41,95
	Single	137	58,05
3	Generation Category		
	Generation X	36	15,25
	Generation Y	200	84,75
4	Work Tenure		
	<1 year to 2 years	69	29,24
	> 2 years s/d 4 years	45	19,07
	> 4 years	122	61,69

Source: Naibaho et al. 2018

Based on the results of the analysis of the respondent characteristics, it can be concluded that hospital nurses tend to have long work tenure (more than four years) in a hospital. Although Ahsan (2016) shows that nurses in Indonesia experience work stress and excessive workload, the empirical data of this study shows that turnover intention of the nurses is low, as most of them work have worked at a hospital for more than four years.

Another important result of this research is seen in the generation category, with the majority of respondents in the Millennials (Generation Y) category. Johnson and Ng (2016) found that Millennials have a higher intention to change jobs and/or to change the organization sector, and low altruism value. However, the data from this research show that individual characteristics of millennial nurses are different from those in the results of previous studies. Even though most of the nurses are Millennials, they have low intention to leave the organization. So, the results of this study provide a new insight into the study of millennial characteristics.

### The Result of Reliability Test

Cronbach's Alpha value for the seventeen items of the work-family conflict statements is 0.893. The Cronbach's Alpha value for the three items of turnover intention is 0.725. Cronbach's Alpha value for the seven items of the supervisory support statements is 0.873. The Cronbach's Alpha value for the three items of proactive work behavior statements is 0.752. Cronbach's Alpha value for the four items of work stress statements is 0.731. The results of instrument reliability testing using Cronbach's Alpha value indicate that the instruments are reliable in which their values are higher than 0.7 (Hair et al. 2010).

### Correlation and Descriptive Analysis

Descriptive analysis and zero-order correlation coefficient on survey results for all variables are presented in Table 3. There is a significant correlation between (1) work-family conflict (WFC) and work stress (WS); (2) work-family conflict (WFC) and proactive work behavior (PB); (3) work-family conflict (WFC) and turnover intention (TI); (4) work-family conflict and supervisory support (SS). Only the relationship between work stress and supervisory support is not significant correlated ( $> 0.05$ ). The variable items are tested to find out the highest mean value of each variable. The results of the mean value testing are presented in Table 4.

Table 3: Mean, Standard Deviation, Pearson's Correlation <sup>a</sup>

	Mean	Standard Deviation	1	2	3	4
<b>WFC</b>	2.66	0.542	-			
<b>WS</b>	3.13	0.553	0.416**	-		
<b>PB</b>	3.79	0.527	- 0.199**	0.286**	-	
<b>TI</b>	2.40	0.775	0.622**	0.323**	- 0.200**	-
<b>SS</b>	3.67	0.586	- 0.305**	0.110	0.511**	-0.445**

<sup>a</sup>N = 236 \*\*p < 0.01 and \*p < 0.05

Source: Naibaho et al. 2018

Table 4: Mean of Respondents' Answers

	WFC	WS	PB	TI	SS
	2.66	3.13	3.79	2.40	3.67
The Highest Mean Value of Each Variable					
<i>Highest</i>	3.59 Item 17	3.76 Item 4	3.91 Item 3	2.48 Item 2	3.78 Item 4
Difference of Mean Value between Married and Single					
<i>Married</i>	2.63	3.13	3.78	2.27	3.67
<i>Single</i>	2.74	3.15	3.80	2.62	3.66

Source: Naibaho et al. 2018

Based on information of the results of mean value testing, the highest answer value of the work-family conflict variable is item seventeen or "the problem-solving behavior that work for me at home does not seem to be as useful at work." The highest mean value for work stress variables is item four, i.e., "my job required me to use a number of complex or high-level skills." The highest mean value for proactive work behavior variable is item three, i.e., "I try to improve the way my work unit does a thing." The highest mean value for the turnover intention is item two, i.e., "I frequently think of quitting my job in the hospital." The highest mean value for supervisory support variable is item four, i.e., "my supervisor offer provide advice or assistance when I need help with a difficult task or problem." The testing results show that there is no difference in the mean values between married and single respondents for all variables.

### Hypothesis Testing Results

The results of hypothesis testing support the first hypothesis (H1), the third hypothesis (H3), and the fourth hypothesis (H4a). However, second hypothesis (H2) and the fourth hypothesis (H4b) are not supported. Information on the results of hypothesis testing is presented in Table 5.

Table 5 Results of Hypothesis Testing

Hypothesis	Independent Variable	Dependent Variable	Standardized beta coefficient	t <sub>statistic</sub>	Significance	Result
H1	Work-Family Conflict (WFC)	Work Stress (SS)	0.416	6.988	0.000	Supported
H2	Work Stress (WS)	Proactive Work Behavior (PB)	0.286	4.563	0.000	Not Supported
H3	Work Stress (WS)	Turnover Intention (TI)	0.323	5.213	0.000	Supported
H4a	Supervisory Support (SS) WS*SS	Proactive Work Behavior	-0.119	-2.400	0.017	Supported
H4b	WS*SS	Turnover Intention	0.346	0.745	0.0457	Not Supported

Source: Naibaho et al. 2018

## Discussion and Conclusion

### Discussion

Based on the empirical data showed by the result of mean value testing, work-family conflict mostly comes from problem-solving at work, which is different from problem-solving at home. According to the respondents' answers to the statement of work-family conflict variable, respondents provided a perception that the demands for solving the problems in two domains (family domain and work domain) compels them to decide the priority solutions, find ways to solve the problems, and allocate resources to solve the problem because problem-solving at work and home are different. Prioritizing problem-solving in one domain compels the respondents to leave responsibilities in another domain. <sup>100</sup> is condition causes work-family conflicts.

The explanation for the source of work-family conflict with the highest mean value on that item is that the majority of respondents in this research are Generation Y or Millennials. Characteristics of these generations, as a determinant of poor ability to find the proper and quick solutions to home and work problems that occur simultaneously, is strengthened by work tenures that are relatively short. The majority of the work tenure of respondents in this research is four to five years (51.69%), while the work tenure of 29.24 percent of respondents is one to two years. When it is viewed from gender identity, female respondents are 77.97 percent of the total respondents.

Naibaho (2013) found that Indonesian employees give the same priority both to work and personal lives. Managers also need to pay attention to their employees' personal lives because Indonesian employees give equal priority to both work and personal lives. Nurses who experience work-family conflict can communicate or ask advice from their direct supervisor when they cannot solve the problems at work and home. This is in line with the concept of family-supportive supervisor behavior (Hammer et al. 2009). Thus, employees will feel that their manager cares not only about the job but also about their individuality.

The top common determinant of work stress in this research is that “work requires several complex or high-level skills to complete the work.” This becomes the most common determinant of work stress because 48.31 percent of respondents have work tenure that is less than one year and four years. For the respondents, particularly those who are new and have less work tenure, the nature of nursing will require them to deal with complex, especially unpredictable problems. Nurses work with patients (customers) and the families of patients with diverse behaviors and social backgrounds. In addition, patients and patients’ families come and go, or change every day, so that the possibility of complex problems will be often faced by nurses.

The results of this research show that the respondents perceive that the direct supervisors in the hospital perform their role very well. This is supported by the highest mean value in “agree” answer category for the statement “My supervisor offers to provide advice or assistance when I need help with difficult task or problem.” Organizations can use these resources to reduce the negative impact of work-family conflict because employees have positively perceived the role of their direct supervisor.

The correlation between supervisory support and work-family conflict is highly significant ( $p < 0.00$ ) and the correlation between supervisory support and work stress is also highly significant ( $p < 0.00$ ) with a negative correlation coefficient, which means that supervisory support reduce work-family conflict and work stress. However, the testing of supervisory support as a moderating variable between work stress and turnover intention is not supported, but the data show that supervisory support can reduce the negative impact of work stress on proactive work behavior (Crant 2000).

The results of hypotheses testing that were proposed by this research are: (1) work-family conflict will be positively related to work stress; (2) work stress will be positively related to turnover intention. The results are consistent with previous studies on work-family conflict and work stress (Boles, Johnston, and Hair 1997; Ahsan 2016; Ferreira et al. 2017; Wiley 1987; Williams and Alliger 1994).

The results of this study show that work stress has a positive and significant effect on proactive work behavior. This is contradictive to the study of Lenaghan, Buda, and Eisner (2007) who found that work-family conflict has a significant and negative correlation to job satisfaction and it can decrease employees’ well-being.

Work-family conflict causes employees to become psychologically exhausted at work and this exhaustion is an indicator of work stress. Employees who are psychologically exhausted have no energy to perform their work beyond their main responsibilities. In addition, work stress experienced by employees can decrease their job satisfaction (Frone, Russell, and Cooper 1992; Boles, Johnston, and Hair 1997; Mihelic and Takavicic 2014). Consequently, low job satisfaction can cause employees to have no intention to perform proactive work behavior, since proactive work behavior occurs when employees have self-initiative or self-encouragement, rather than when pressured by their work responsibilities to the organization (Crant 2000).

Employees with low well-being and job satisfaction will perform only common compliance behavior or merely follow the work rules (e.g., regulations and procedures) to avoid negative perceptions of leaders (Rioux and Penner 2001). However, much research show that work stress can be positive for the organization. This study shows that proactive work behavior can occur despite work stress, and supports Rodell and Judge’s research (2009) that the challenge stressor is positively related to attentiveness and challenge stressor is positively related to organizational citizenship behavior mediated by attentiveness. Rodell and Judge (2009) define the challenge stressor as work stress that can motivate employees to develop themselves. In this research, the measurements used to test the work stress can be categorized as challenge stressor. This confirms that the relationship between work stress and proactive work behavior is positive. Even though employees experience work stress resulting from pressure to complete work that require complex or high-level skills, they opt to look for new ideas and ways to achieve high performance.

Employees perceive that these behaviors will help them develop and that it is valuable for their career.

### *Managerial Contribution*

The results of this research provide several suggestions to leaders of organizations to reduce the negative impact of work-family conflict. This research found that the majority of respondents projected a positive perception toward supervisory support in the organization. This means that employees in the organization trust their leaders. Organizations with employees who projected positive perceptions on the supervisors will be able to reduce the negative impact of work-family conflict. The data in this research show that the conflict is at the stage where organization has to effectively solve the work-family conflict; thus, organizations are recommended to develop a communication channel that employees can utilize to work on their family and work problems. Organizations need to support good interpersonal relationships between employees and supervisors. The leader's communication and problem-solving skills are two crucial topics in training, and development programs for organizational leadership and management need to take these into consideration when recruiting leaders.

The prominent source of work stress experienced by nurses in Indonesia in this study is from job complexity and the differences in problem-solving of work and home problems. Hospital management needs to choose a nurse leader who has a longer work tenure than the team members and has relevant leadership experience. Work tenure and leadership experience will help leaders provide social support to their subordinates.

Employees showed a high willingness to perform proactive work behavior, and work stress contributed to the impact on proactive work behavior as found in this study. The data suggest that organizations must be able to maintain or even improve employees' proactive work behavior through organizational policies, such as listing employee proactive work behavior as one of the indicators for performance evaluation and reward system. When organizations connect these policies to the employee proactive work behavior, employees will perceive that their positive behavior is appreciated or acknowledged by the organization.

This is in line with the concepts of turnover process (Steel and Lounsbury 2009) and family-support supervisors (Bagger and Li 2014). These concepts show that employees who experience work stress or high tension will have internal remedies so that employees will continue to provide higher performance (pro-active behavior) and be more loyal to organization when employees perceive that the organization supports them. One of form of organizational support is a reward (compensation).

### **Conclusion**

Based on the empirical data of this study, it can be concluded that work-family conflict significantly correlates to employee work stress, and that work stress has a significant impact on employee turnover intention, but work stress has a significant positive effect on proactive work behavior. This research confirms that supervisory support can reduce the strong impact that work stress has on proactive work behavior even though supervisory support does not significantly reduce the strong correlation between work stress and turnover intention. Although the existing research results of previous studies highlight the conclusion that when it comes to work, Millennials is the generation with high intention to leave their organization for new options, the results of this study show that millennial nurses in Indonesia have different characteristics. Millennials who work as nurses in Indonesia have a tendency to not to leave their organization even though they have highly stressful work.

## Research Limitation

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The respondents of this research are nurses from government hospitals and private hospitals in Indonesia. Respondents from other types of organizations (other than nurses) were not involved in this research. Therefore, future research is expected to study other types of employees with similar nature of work (e.g., jobs with shifts system and jobs with heavy workload) such as employees from hotels, police forces, or the military. The authors also suggest for future research to use a reward system as a moderating variable in the relationship between work stress caused by work-family conflict and pro-active behavior and turnover intention. The authors suggest future research to study the reward system as a buffering variable on the impact of work stress based on the concept of turnover process proposed by Steel and Lounsbury (2009). Testing of that model for future research will enable contributions to the development of a turnover intention study driven by individual and organizational factors.

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### ABOUT THE AUTHORS

**Dr. Hastuti Naibaho, MSi:** Faculty Member, Management Study Program and Center of Urban Study, Universitas Pembangunan Jaya, Indonesia

**Teguh Prasetyo, SE., MSi:** Faculty Member, Management Study Program and Center of Urban Study, Universitas Pembangunan Jaya, Indonesia

**Dalizanolo Hulu, SE., ME.:** Faculty Member, Management Study Program and Center of Urban Study, Universitas Pembangunan Jaya, Indonesia

**Dr. Vebry Haryati Lubis, MARS:** Faculty Member, College of Health Sciences Ichsan Medical Center (IMC), Indonesia

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