

# The Effect of Job Satisfaction Mediation on The Influence of Work-Family Conflict Toward Turnover Intention (A Study on Four-Star Hotels Employees in Mataram City)

*by I Nyoman Nugraha Ardana Putra*

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# The Effect of Job Satisfaction Mediation on The Influence of Work-Family Conflict Toward Turnover Intention (A Study on Four-Star Hotels Employees in Mataram City)

<sup>1</sup>Siti Numayanti  
Faculty of Economics & Business  
University of Mataram  
Jl. Majapahit No. 62 Mataram  
+62 370 633007  
mayaramli24@gmail.com

<sup>2</sup>Dwi Putra Buana Sakti  
Faculty of Economics & Business  
University of Mataram  
Jl. Majapahit No. 62 Mataram  
+62 370 633007

<sup>3</sup>I Nyoman Nugraha A.P  
Faculty of Economics & Business  
University of Mataram  
Jl. Majapahit No. 62 Mataram  
+62 370 633007

## ABSTRACT

Turnover intention in the hospitality industry is an initial signal of employee turnover in that industry. Hospitality industry is now progressing quite rapidly as a result of tourism industry development. Work-family conflict is one of the causes of employees' resignation because of the work life and family life imbalance. Then, the low level of job satisfaction is the other reason why the employees think to leave the current workplace organization.

The aims of this research are to analyze the influence of work-family conflict toward the turnover intention and job satisfaction, analyze the influence of job satisfaction toward turnover intention and analyze the effect of job satisfaction mediation on the influence of work-family conflict toward turnover intention on four star hotel employees in Mataram.

The paradigm used in this research is positivist paradigm with quantitative method as the right design to achieve the research objectives. Through this approach, the researcher distributed a structured questionnaire aimed at obtaining data to be analyzed to 105 respondents of four star hotel employees in Mataram city. The data were analyzed by using Partial Least Square (PLS).

The results of this study showed that work-family conflict has a positive and significant effect toward turnover intention; work-family conflict has a negative and significant effect toward job satisfaction, job satisfaction has a negative and significant effect toward turnover intention; and job satisfaction mediates the influence of work-family conflict toward turnover intention.

**Keywords:** *work-family conflict, job satisfaction, turnover intention*

## 1. INTRODUCTION

The change in the world is inevitable nowadays (Azhar, Ahmad & Kassim, 2016). Globalization, technology and competition have changed the overall workplace and work environment (Ajaz, Mehmood & Khashif, 2015). This case causes the employees facing heavy workload, long and irregular working hours, and pressures to reach the target (Barsulai, 2015). Changing in the workplace leads many researchers to seek the main causes of employees' intention to leave the organization (turnover intention) (Tuzun, 2007). Lingard, Brown, Bradley, Bailey & Townsend, (2007) found the negative result such as stress, poor health, working conflict, absenteeism and turnover become common. Even Netemeyer, Maxham and Pullig (2005) claimed that this disorder may affect the employees' intention to leave the organization (in Azhar et al, 2016).

The changing in the workplace has also attracted the researcher to explore the interaction between work and family (Ahmad, 2008). In this fast-moving world, it is common that the balance between work and life issue be the cynosure in the research since it has the impact on the organization (Azhar, et

al, 2016). According to Deery (2008), when the employees cannot achieve work-life balance, and they get physiological setback like exhaustion and emotional fatigue, as well as physical limitation such as the inability to share the time with family and follow the social obligation, it will set the employees to leave their job in organization.

Based on Teet and Meyer (1993) turnover intention is the desire or individual willingness consciously and deliberately to leave the organization. This desire is the measurement whether the organization's employees plan to leave their work or not (Gnanakkan, 2010; Agoi, 2015). Meanwhile, Balogun and Olowodunoye (2012) cited in Price, (2001); Brigham, Castro & Shepherd (2007) stated that turnover intention is a negative attitude that can lead to employee turnover and be the main decisive of turnover behavior. However, the intention to leave the organization is still the idea (Deery, 2008).

Conflict between work role and family role alter the employees' perception on the life and family quality (Clarke, 2004 in Barsulai, 2015). The work-family conflict is a form of a role conflict that occurs as a result of inappropriate demands of work and family life (Netemeyer, Boles & McMurrian,

1996). This, in turn, can affect the organization result such as the productivity, absenteeism, psychological and emotional distress, and the employees' desire to leave the job/ turnover intention (Aslam, Shumaila, Azhar & Sadaqat, 2011; Barsulai, 2015; Sidin, et al, 2015). Work-family conflict contributes to employees' desire to stop working (Sidin et al, 2015). According to Varatharaj and Vasantha (2012), more than 60 percent of professionals surveyed stated that they could not find the stability between their personal and their professional which ultimately affected their emotional attachment to the organization. This case, in turn, causes them to stop as a result of the imbalance between work and family. This situation generally motivates the researchers to do the research on the influence of work-family conflict toward the employees' turnover intention (Sidin, et al, 2015).

Many studies have explained about the influence between work-family conflict and turnover intention. The result showed that work-family conflict has a positive effect toward employees' turnover intention (for example Ghayyur & Jamal, 2012; Alsam, Imran, Anwar, Hameed & Kafayat, 2013; Yunita & Kismono, 2014; Azhar, et al, 2016; Paramita & Subudi, 2017; Lathifah & Sutopo, 2018). Nevertheless, another research found that work-family conflict has no effect on turnover intention (for instance Agustini, 2008; Amelia, 2010; Yani, Sudibya & Rahyuda, 2016). Related to this case, it can be predicted that there is indirect influence of work-family conflict toward turnover intention. One that is expected to be the medium from work-family conflict toward turnover intention is job satisfaction (Ozba & Ceyhun, 2014; Wulandari & Adnyani, 2016; Yani, et al, 2016; Tariana & Wibawa, 2016; Paramita & Subudi, 2017).

Job satisfaction is the degree to which people feels satisfied or dissatisfied to their job (Spector, 1997 in Bruck, Allen, Spector, 2002). Turnover intention can be influenced by job satisfaction felt in the workplace (Paramita & Subudi, 2017). Waspodo, Handayani, and Paramita (2013) expressed that one of causes of someone's turnover intention is job satisfaction.

Turnover intention in the hospitality industry is an initial signal of employee turnover in that industry. Hospitality industry is now progressing quite rapidly as a result of tourism industry development. There is intense competition to give the best service. However, employee turnover is the frequent phenomenon in hospitality industry (Widjaja, Fulbertus, Kusuma, 2008; Ibrahim, 2017). Turnover is the big issue in hospitality industry (Pranoto, 2011).

There is a positive and negative impact of turnover for the company. If the company lost 20% of employees with high performance, of course it has a negative impact for the company because based on the existing studies; those employees contribute an average of 10 times more than employees in general. Therefore, the company should keep the turnover of high performance employee under 5% (Widjaja, Fulbertus, Kusuma, 2008).

Based on this fact, the company management should pay attention on that since the

high level of employee turnover can disrupt the whole of hotel activities. Moreover, the high level of employee turnover in hospitality industry can disrupt the operational, create the moral problem to employee and boost the cost of recruitment and selection (Woods & Macaulay, 1989). Iverson and Deery (1997) argued that the cause of high turnover in hospitality industry is the structural variable which relates to job satisfaction and role conflict (Nandini & Rohmah, 2013; Jatmiko, without year). Therefore, it can be concluded that turnover intention which occurs before the employee turnover in hospitality industry is also related to job satisfaction and role conflict (work-family conflict).

Based on the explanation above, this research is specifically to answer the research question whether there is an influence of work-family conflict toward turnover intention and job satisfaction or not. In addition, this research also tries to answer whether job satisfaction mediates the influence of work-family conflict toward turnover intention of four-star hotel employee in Mataram city. Then, the purpose of this research is to analyze the influence of work-family conflict toward the turnover intention and job satisfaction, analyze the influence of job satisfaction toward turnover intention and analyze the effect of job satisfaction mediation on the influence of work-family conflict toward turnover intention on four-star hotel employees in Mataram city.

## 8 Theoretical Review

### 2.1. Work-family Conflict

Work-family conflict is able to affect the attitude which influences job satisfaction and turnover intention. Work-family conflict is happened when there is imbalance between work and family (Hammer, Bayazit, Saksik, Nytro & Torvatn, 2004 in Azhar et al, 2016). Greenhaus and Beutell (1985) defined that work-family conflict is as an inter-role conflict where the emphasis of work and family domain are contradicting in some respects. Trachtenberg, Anderson and Sahli (2009) as cited in Azhar et al (2016) argued that work-family conflict (WFC) is also seen as rivalry between professional responsibility of individual as well as personal and family life.

Campion, Kacmar and Williams (2000) described that work-family conflict has a two-way characteristic i.e. work-family conflict (WFC) and family-work conflict (FWC). Those conflicts have three forms: time-based conflict, fatigue-based conflict and behavior-based conflict. Time-based conflict is said to be happened when someone invests time in a role in a domain (work domain) in such a way so that he/she does not have a time to do his/her role in family. Fatigue-based conflict is occurred when the exhaustion experienced in work environment negatively affects the fulfillment in family domain. Behavior-based conflict is arisen when there are certain behavior that is effective in one is inappropriately applied to the other role (Greenhouse & Beutell, 2005).

## 2.2. Job Satisfaction

Job satisfaction was defined in the end of 1990s by Spector (1997 in Bruck, Allen, Spector, 2002). It is defined as an attitude variable, which is "the degree to which employee feel satisfied or dissatisfied with their job." Job satisfaction is one of the constructs that have often been used to describe working condition since it has significant relationship with others. Job satisfaction refers to the employees' attitude resulting from the evaluation on their job. Employees with high level of job satisfaction will have a positive feeling on their job, while employees with low level of job satisfaction have a negative feeling (Robbins and Judge, 2013). Robbin and Judge (2013) stated that the impacts that occur when employees are not satisfied with their work are 1) Exit; Exit response leads to leave the organization including seeking a new position and resignation. The researchers study the individual resignation and collective worker turnover, the total loss for the organization of employees' knowledge, skill, ability, and other characteristics of the employees. 2) Voice; Voice response tries to improve conditions and suggesting the improvements actively and constructively. This response also tries to discuss the problem with the senior and takes some union activities; 3) Loyalty; Loyalty response means passively but optimistically waiting for the conditions improved. This response also includes talking to the organization when it faces the external criticism and trusting the organization and management to do the right thing and 4) Neglect; neglect response allows the condition worst, including absenteeism and chronic lateness, reduced effort and increased error rate. Job satisfaction can be seen as a global satisfaction and facet satisfaction. Global satisfaction approach is used to know the overall characteristics, while facet satisfaction approach is used to know which part of job can lead the satisfaction and dissatisfaction.

## 2.3. Turnover Intention

Tett and Meyer (1993) defined that turnover intention is as the awareness and the intention to leave the company. Turnover intention is a reflection of subjective possibilities done by the employees to change their work over a period of time (Souza-Poza & Henneberger, 2002 in Barsulai, 2015). Turnover intention is different with turnover. Turnover intention is just the employees perception to go (Lee et al, 2013 in Sidin et al, 2015), and be a strong predictor of the employees turnover (Barsulai, 2015).

Turnover intention will be followed by several steps before the employees decide to leave the organization. There are many stages that should be passed by the employees before they decide to keep working or stop working. The first stage is to evaluate the current job by considering whether the current job can balance their role in the office and family. Then, they have to think whether they experience job satisfaction or job dissatisfaction. The employees think to leave their job if they face job dissatisfaction. The last is to evaluate the benefit that may be obtained from other work. The employee with another job reference will evaluate the benefit

gained and compare to the current job, which one is better. The opportunity to find other alternatives and the cost is not an obstacle; if the employees do not find a real alternative, they will find another alternative. Then they evaluate the benefit of other jobs, reevaluate the current job, and reduce their mind to stop. However, if there is an alternative, the evaluation will be done. Each individual have the specific factors to evaluate the existing alternative. The result of that alternative evaluation is compared with current job. If that alternative is better, it will stimulate the individual to immediately quit his/her current job (Amelia, 2010).

There are many factors that cause employees have an intention to leave, i.e. structural factor, pre-entry factor, environmental factor, and the Trade Union factor. Structural factor is the factor which relates to the job and organization such as peer support, senior support, work routines, equity distribution, role ambiguity, role conflict, workload, employee skills, rewards, job security, and career development. Pre-entry factor includes positive personality such as the tendency to be happy and also negative personality like the tendency to experience discomfort and etc. Environmental factor is related to thing outside work and organization. Environmental factor include the available of employment opportunities outside the company, relocation custom and the number of family members covered. The Trade Union factor is the employees' membership to a union which may affect the employees' decision to keep working or move. Job orientation is job satisfaction, organization commitment and activity or the employee effort to find an alternative job outside the current workplace organization (Nandini & Rochman, 2013, Jatmiko, without year).

## 3. RESEARCH METHOD

The target population in this research was the employees of four-star hotels in Mataram city. The accessible population was the four-star hotel employees in Mataram city which fulfilled the criterion: (1) married; (2) staying with partners; (3) has worked minimum 1 year.

The sample in this research was 105 four-star hotel employees in Mataram city. The data used in this research was primary data, covering data related to respondents' statements to work-family conflict, job satisfaction and turnover intention. Primary data was obtained from respondents through completion of prepared questionnaires. Survey method was used to obtain the data through structured questionnaires distribution. The data were analyzed by using Partial Least Square (PLS).

## 4. RESULT AND DISCUSSION

The characteristic of respondents based on their gender showed that male employees (56%) are more than female employees (44%) in four-star hotels in Mataram city. The job positions in hotels which generally require male than female energy are room attendant and public area. Their job is to clean the rooms and the entire of hotel area. Majority, this duty is done by men so the male employees are more than female employees.



According to age, the data indicated that most respondents of four-star hotel employees are between 20 to 30 years old or 67%. This age is the early adulthood with the characteristic of personal and economic independence, career development. For most people, this age is the time to choose the partner, have intimate relationship, marry someone, and take care of children (Rhennyhanasj, 2014).

The majority education level of respondents is high school (44%) and followed by bachelor degree (29%). With those sufficient levels of education, the employees are expected to perform their roles well, both at work and at home. Based on years of service, there are 79% respondents of four-star hotel employees have 1-5 years of service and 10% respondents have 6-10 years of service. It shows that respondents have sufficient experience to be

professional workers. Most respondents (52%) have contract status and 40% have permanent employee status. If this fact is related to most employees' years of service which is between 1-5 years, it is relevant since there are requirements for permanent employee. One of that requirements is the employees have passed the contract period two years in a row (Ibrahim, 2017).

The result of correlation test between research variable can be seen from path coefficient value and significant critical point (t statistic) on  $\alpha = 0,05$ . If the result of hypothesis test on the outer model is significant, it shows that the indicator is considered to be used as a latent variable measuring instrument. Meanwhile, if the test result in the inner model is significant, it means that there is a meaningful influence between latent variable.

**Table 1. The Relationship between Variable (Direct Influence)**

Hypothesis	Relationship between Variable	Path Coefficient	T-Statistic	Conclusion
H1	WFC → TI	0,272	2,252	Significant
H2	WFC → KK	- 0,329	2,673	Significant
H3	KK → TI	- 0,324	2,957	Significant

Source: Primary data processed, 2018

The value of path coefficient from WFC (X) to turnover intention (Y) is 0,272. It means that WFC has positive influence toward turnover intention and significant <sup>5</sup>statistic value 2,252). It can be concluded that there is a positive influence and significant between work-family conflicts toward turnover intention.

The value of path coefficient from WFC (X) to job satisfaction (Z) is -0,329. It shows that WFC has a negative influence toward job satisfaction and the influence is significant (t-statistic value <sup>8</sup> 2,673). Then, it can be concluded that there is a negative influence and significant between work-family conflicts toward job satisfaction.

The value of path coefficient from job satisfaction (Z) to turnover intention (Y) is -0,324. It shows that job satisfaction has negative influence toward turnover intention and significant <sup>5</sup> (t-statistic value is 2,957). It can be wrapped up that there is a negative influence and significant between job satisfaction and turnover intention.

The amount of indirect variable of work-family conflict toward turnover intention with job mediation satisfaction is obtained from the multiplication of <sup>8</sup> path coefficient (beta) between direct influences of work-family conflict toward job satisfaction with direct influence of job satisfaction toward turnover intention on four-star hotels employees on Mataram city. The amount of path coefficient value of work-family conflict toward turnover intention with job satisfaction mediation <sup>21</sup> around  $(-0,329 \times -0,766) = 0,107$ . The variable of work-family conflict with job satisfaction mediation can influence turnover intention of four-star hotels employees in Mataram city with path coefficient value 0,107. That calculation means that there is

indirect influence between work-family conflict variable with turnover intention through job satisfaction with path coefficient value 0,107 <sup>3</sup>. The comparison result of indirect influence of work-family conflict with turnover intention through job satisfaction with direct influence between work-family conflicts toward turnover intention is  $0,272 < 0,107$ . Therefore, it can be said that job satisfaction serves as a partial mediation in the influence of work-family conflict toward turnover intention of four-star hotels employees in Mataram city. Thus, it can be wrapped up that work-family conflict is able to significantly influence turnover intention either directly or indirectly through job satisfaction mediation.

The first hypothesis <sup>6</sup> that there is a positive influence and significant of work-family conflict toward the turnover intention of employees of four-star hotel is accepted. It means that the higher the level of work-family conflict faced by four-star hotel, the higher the level of intention hospitality industry's employee turnover. When someone has a high work-family conflict, he/she needs a more comfortable organization. The convenience is showed through the desire of seeking a better <sup>20</sup> organization.

The role conflict occurs when the participation in work role and family role do not coincide <sup>23</sup> with other. Therefore, participation of work role to family role is being more difficult by the presence of participation in family role to work role (Muhdiyanto & Mranani, 2017). In addition, the high demands of employee in hospitality industry create high workload, so the role as a family member is neglected. This role causes a discomfort in organization. The density of jobs in hospitality industry consume a lot of time, especially if the

employee must work overtime. It will reduce the time for family. It can be a stimulant for employees to think about leaving a hospitality industry (turnover intention), to change the job or resign and seek for another job. When someone has many roles, i.e. as an employee, as a husband or wife and as parents, each of those roles will require time, energy, and commitment. The difficulty in balancing both demands can boost the employees to change the job and seek another job that they think they can manage their time either for family or for job.

The result of this research supports the previous result such as the result of Ghayyur and Jamal (2012) research on bankin<sup>7</sup> and pharmacy employee. Their research showed that work-family conflict has positive influence and significant. Similarly, the research in Alsam, et al (2013) and Ajaz, et al (2015) found that work-family conflict has positive influence and significant toward turnover intention. N<sup>14</sup> Meyer, Boles and McMurrian (1996) discovered that work-family conflict is directly related to turnover intention.

Blomme, Rheed and Tromp (2010) reported that employees who experience more work-family conflict have higher intention to leave the job on hospitality industry. Nohe and Sontag (2014 in Tariana & Wibawa, 2016) discovered that turnover intention may increase if it got the effect<sup>14</sup> from work-family conflict in the next five months. A number of studies have strong evidence that work-family conflict has seriously negative consequence for individual and organization. That consequence appears to be one of the improvements in turnover intention or the desire to leave the organization (Boles, Howard, & Donofrio, 2001).

The result of this research indicated that the majority of respondents are male as much as 56% and most of them aged 20-30 years with marital status. The majority of youth, married male respondents experienced work-family conflict as well as female in moderate intensity. This fact is interesting for further review since the current literature review showed that work-family conflict is faced more by female (for instance Treitsman, 2004; Dixon & Bruning, 2005; Ansari, 2011). Although male could experience work-family conflict, it is usually reported in a lower level than female. The conflict between work and family can occur either in female or male. Apperson, Shmidt, Moore, Grunberg and Greenberg (2002) discovered that there is several level of role conflict between male and female. Females experience the role conflict higher than males.

Male starts their adulthood life by accentuating on achievement in their workplace which inversely proportional with their lack of role in their family. During the early stages and maturity of the mid-maturity (around 20-30 years), male will be more likely to give greater appreciation of their work. They will commit to spend their time and energy on this role than female (Waskito & Irmawati, 2007). According to Levinson as cited by Bhatnagar (2001, in Waskito & Irmawati, 2007), building a career and family are two main targets for male during the early stage of maturity. Nonetheless, building a career is generally preferred at this stage. Most of the males' energy will be devoted to build the career and get the

position in their work, so the attention to the family will be the second. It can lead to the role imbalance since the males are more concerned with work role than family role. Furthermore, it can lead to work-family conflict that impact on desire to leave their current workplace organization.

The second hypothesis that there is a negative influence and significant of work-family conflict toward job satisfaction of four-star hotels employees is accepted. It means that the higher of work-family conflict perceived by four-star hotels employee, the lower of job satisfaction perceived. Then, in vice versa, the lower of work-family conflict perceived by four-star hotels employee, the higher of job satisfaction perceived. Negative attitude and feeling which lead to the decline of job satisfaction are the result of work-family conflict. Conversely, the individual who is able to balance the work and family role run him/her into a positive attitude toward his/her job so it can increase job satisfaction.

This finding promotes the previous research done by Lathifah (2008) which state that job satisfaction is a problem that is generally resulted from the work-family conflict testing that lead<sup>13</sup> to uncertainty in work. High interference between work and family domain is the cause of low job satisfaction. Anafarta (2011) discovered an inverse relationship between work-family conflict and job satisfaction. Rantika and Sunjoyo (2011) found that work-family conflict has a negative relation with job satisfaction. Similarly, the research from Yani, Sudibya, and Rahyuda (2016), Wulandari and Anda<sup>8</sup> (2016), Tariana and Wibawa (2016) found that work-family conflict negatively affects job satisfaction. The negative relationship between work-family conflict and job satisfaction is reinforced by Abbot and Iverson statement. They claimed that the conflict between work and family responsibilities leads to poor job satisfaction, increase absenteeism, decrease employees' motivation and within a certain period can increase the employees' turnover. Then, Kossek and Ozeki (1998) argued that work-family conflict has negative influence toward job. In this case, the employees often absence, have low motivation in doing the job, decrease the job achievement and have low job satisfaction.

Related to the respondents of this research, which is four-star hotels employees, work-family conflict may affect their satisfaction in working. It can be seen from the majority respondents, who are a 20-30 years old male with marital status and have children. They face difficulty in balancing their role on two domains simultaneously. Moreover, they only work as a contract employee in service industry as a hotel. The service industry usually requires employees to do total service to meet customer satisfaction so that employees strive to meet these demands. As a result, it can cause them to place more emphasis on work than family. In short, the inability of four-star hotels employee to balance their roles simultaneously can raise work-family conflict<sup>17</sup>.

The result of data analysis showed that job satisfaction has a negative influence and significant toward turnover int<sup>12</sup> on. Therefore, the third hypothesis that state "job satisfaction has a negative influence and significant toward turnover intention"

is accepted. The higher job satisfaction achieved by four-star hotel employees, the lower turnover intention or the employees' desire to leave the organization.

The satisfaction or dissatisfaction of employees toward their whole work is demonstrated by the behavior directed to the organization's goal and its no-interference activities. Luthans (2006) argued that there is a negative relation between job satisfaction and turnover intention. Hence, it can be said that job satisfaction is the important factor in reducing the level of employee turnover intention. Job satisfaction has the effect of determining whether an employee will remain in the organization or leave the organization.

The reality showed that the employees who satisfied with their job will feel comfort in their organization so that it is difficult for them to leave the workplace organization. The employees will tend to leave their work if they feel dissatisfied to their job and conversely, they will not leave their job if they are treated fairly and rewarded (Aydogdu & Asikgil; 2011).

According to Mobley, Homer & Hollingsworth (1978) job satisfaction influences one's desire to leave the organization. The process of a person's leaving from the organization is started with the improvement of job satisfaction. Job dissatisfaction increases the desire to leave or turnover intention. This theory explained that the employees' cognitive stage to leave is the employees start thinking stop from their job. In this process, the employee will consider about the possibility they get on their current job and about the expectation on the new job. Then, if the employee notices that leaving the job as the satisfaction alternative, they will start to find a new job. At this stage, the individual will consider the existing alternatives and the job he/she currently occupied. Next, if the employee has decided the alternative job he will take, the cognitive stage turns into desire to exit. The last, when the individual has actually made a decision, he/she will leave the company voluntarily (voluntary turnover). However, if the individual has not seen any opportunity outside their currently workplace organization, they will prefer to survive.

This research result supported the previous research like the research of Tett and Meyer (1993) which found that job satisfaction has a negative influence toward turnover intention. Tnay, Othman, Siong, and Lim (2013) also discovered that job satisfaction has negative influence toward turnover intention on industrial employee in Serawak. Another research was done by Yucel (2012) and Mahdi, Zin, Nor, Sakat and Naim (2012) which stated that job satisfaction has negative influence toward turnover intention. Other researches that state the similar case are the researches from Paramita & Subudi; 2017, Yani, Sudibya & Rahyuda; 2016, Wulandari & Adnyani; 2016, Tariana & Wibawa; 2016.

This research also found that the majority of respondents are male (52%) aged of 20-30 years old (67%) with 1-5 years working period (79%) and contract employee status (52%). The characteristics of those respondents have a relationship with job satisfaction and turnover intention. Robbins (2003)

stated that age, sex, and years of service affect the job satisfaction. The young male contract employees with 1-5 years working period often have low level of job satisfaction and high level of turnover intention if it is compared with the opposite. It is reasonable since young male contract employees are able to leave the organization freely when they do not obtain the job satisfaction.

Based on the result shown, this research argued that job satisfaction mediates the influence of work-family conflict toward turnover intention. Work-family conflict has indirect influence toward turnover intention through job satisfaction. Job satisfaction as intervening mediation in this research serves as partial mediation in the influence of work-family conflict toward turnover intentions on the employees of four-star hotels in Mataram city. The influence of work-family conflict toward job satisfaction is contradictory. The increasing of work-family conflict faced by the employee when they work has an impact on job satisfaction, and then the decreasing of job satisfaction has an impact on the improvement of employees' turnover intention.

The result of this research is in line with the previous research done by Irzani and Witjaksono (2014), which found that job satisfaction mediates partially on the influence of work-family conflict toward turnover intention. It is similar with the research done by Wulandari and Adnyani (2016), Tariana and Wibawa (2016), Yani, Sudibya, Rahyuda (2016), and Paramita and Subudi (2017). Those researches discovered that job satisfaction mediates partially the influence of work-family conflict toward turnover intention. It is indicated that work-family conflict can decrease job satisfaction so that it can create turnover intention of four-star hotel employee.

## 5. CONCLUSION AND SUGGESTION

According to the result of the research, it can be concluded that: work-family conflict has a positive influence and significant toward turnover intention. The higher work-family conflict faced by four-star hotel employee in Mataram city, the higher the employees' turnover intention on that industry. Work-family conflict has a negative influence and significant toward job satisfaction. The higher work-family conflict faced by four-star hotel employee in Mataram city the lower the employees' job satisfaction. Job satisfaction has a negative influence and significant toward turnover intention. The higher job satisfaction felt by four-star hotels employee in Mataram City, the lower employee intention turnover. Job satisfaction mediates partially the influence of work-family conflict toward turnover intention. Furthermore, the suggestions that can be drawn to manage and to maintain the four-star hotel employees are as follows. The management should make family-friendly policy, organize working shift properly, ensure the job safety of contract employee and increase the employees' job satisfaction. It is necessary to do the research on the variables in this model with more heterogeneous respondents from organizational point of view to improve the generalization of the research finding.



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