The Role of Turnover Intention and Work-Family Conflict on Employee Performance: An Analysis in Indonesia's IT Sector

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ABSTRACT

This study examines the relationship between Flexible Working Arrangement (FWA), Work-Family Conflict (WFC), Turnover Intention (TI), and Employee Performance (EP) in PT. X, using Partial Least Squares Structural Equation Modeling (PLS-SEM). Data were collected from 174 employees via structured questionnaires, and the analysis highlighted significant pathways. FWA demonstrated a substantial negative impact on WFC ($\beta = -0.45$), which in turn positively influenced TI ($\beta = 0.35$), ultimately affecting EP ($\beta = -0.40$). Furthermore, the study introduces WFC as a moderator, revealing its critical role in shaping the relationships between FWA and TI and between FWA and EP. When WFC is low, FWA effectively reduces TI and enhances EP; however, high WFC levels weaken these positive outcomes. These findings offer actionable insights for organizations aiming to optimize employee performance through strategic work policies balancing professional and personal demands.

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1. INTRODUCTION

The digital transformation landscape fundamentally reshapes work arrangements globally, particularly in the information technology (IT) sector. Indonesia's digital economy is projected to reach US$130 billion by 2025, with the IT sector playing a pivotal role in this growth (Sapulette & Muchtar, 2023). The COVID-19 pandemic has accelerated this transformation, forcing organizations to adopt Flexible Working Arrangements (FWA) as a temporary response and a strategic imperative (Battisti et al., 2022).

Despite the growing adoption of FWA, particularly in technology-intensive industries, our understanding of how Work-Family Conflict (WFC) influences FWA effectiveness remains limited and essentially linear. Previous research has predominantly examined direct relationships between FWA and outcomes such as employee performance (Yamin & Pusparini, 2022) or turnover intention (Gašić & Berber, 2023; Shilpakar et al., 2024). However, these studies have not fully accounted for the configurational nature of successful FWA implementation, particularly in emerging economies like Indonesia where work-family dynamics may differ significantly from Western contexts.

PT. X, a prominent IT consulting firm in Indonesia, exemplifies the opportunities and challenges of this transformation. At the same time, FWA offers potential benefits such as improved flexibility, employee satisfaction, and PT. X faces significant hurdles, including heightened WFC and increased Turnover Intention (TI). These issues are particularly pressing in the IT sector, where high work demands, project deadlines, remote collaborations, and rapid technological advancements impose unique pressures on employees.

Recent studies show that 57% of IT professionals report significant work-family conflicts under FWA systems. Yet, traditional linear analyses cannot fully explain why similar FWA policies produce different outcomes across organizations (Rahman & Singh, 2024). This study addresses critical research questions in Indonesia's rapidly growing IT sector: How does Work-Family Conflict moderate the effectiveness of Flexible Working Arrangements, particularly regarding employee performance and turnover intention?

By addressing these questions, this study contributes to the existing body of knowledge by introducing Work-Family Conflict (WFC) as a novel moderator in the relationships between Flexible Working Arrangements (FWA), Turnover Intention (TI), and Employee Performance (EP). By emphasizing the critical role of WFC, the research provides a nuanced understanding of how flexible work arrangements influence employee outcomes under varying work-life balance pressures.

2. METHOD

2.1 Research Design

A quantitative approach was employed using PLS-SEM to evaluate the relationships among FWA, WFC, TI, and EP. Data collection followed a structured process, beginning with developing a comprehensive questionnaire informed by prior validated scales. The questionnaire was pre-tested for reliability and clarity, ensuring all items were relevant and comprehensible—participants consisting of 174 employees from PT. X were selected using stratified random sampling to ensure representation across various job roles.

Several limitations were acknowledged, including the reliance on self-reported data, which may introduce bias, and the study's cross-sectional nature, which restricts the ability to infer causality. Efforts to mitigate these limitations included ensuring anonymity, encouraging honest responses, and supplementing quantitative findings with theoretical triangulation for robust interpretations.

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2.2 Sample and Data Collection

Data was collected from PT. X, a leading Indonesian IT company with 303 employees across multiple locations. Using Slovin's formula with a 95% confidence level and 5% margin of error, we determined a required sample size of 172 respondents. Participants were selected using simple random sampling from employees who had experienced FWA for at least six months. The survey instrument was developed based on established scales from previous research: (1) FWA measures adapted from Gašić & Berber (2023), (2) WFC measures from Rahman & Singh (2024), (3) Organizational support measures from Yamin & Pusparini (2022). Prior to full deployment, we conducted a pilot test with a subset of employees to ensure instrument validity and reliability. Based on pilot test feedback, we refined several questionnaire items to improve clarity and relevance to the IT sector context.

2.3 Analytical Procedures

Our analysis was conducted using a systematic approach based on Partial Least Squares Structural Equation Modeling (PLS-SEM). The process was divided into two key stages: preliminary analysis and PLS-SEM analysis. PLS-SEM was utilized to assess the outer and inner models. Key evaluation criteria included reliability (Cronbach's Alpha), convergent validity (AVE), and discriminant validity (Fornell-Larcker Criterion).

2.3.1 Preliminary Analysis

The preliminary analysis began with data screening to ensure data quality and completeness. This step involved checking for missing values and outliers and assessing normality, all done using SPSS 29. Following established guidelines, we conducted a confirmatory factor analysis to determine the reliability and validity of the measurement model. The items were measured on a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree). Validity was established through convergent and discriminant validity tests, with factor loadings exceeding 0.7 considered acceptable, as Hair et al. (2023) suggested.

2.3.2 PLS-SEM Analysis

The PLS-SEM analysis, performed using SmartPLS 4.0, involved the evaluation of both the measurement model and the structural model. In evaluating the measurement model, we assessed internal consistency reliability through composite reliability and Cronbach's alpha. Convergent validity was tested using Average Variance Extracted (AVE), while discriminant validity was evaluated through the Fornell-Larcker criterion and the Heterotrait-Monotrait ratio. For the structural model evaluation, we examined path coefficients and their significance levels, R^2 values for endogenous constructs, effect sizes (f^2), and predictive relevance (Q^2).

3. RESULT AND DISCUSSION

3.1 Outer Model Evaluation

The analysis confirmed the reliability and validity of the measurement instruments used in this study. Reliability was assessed using Cronbach's Alpha, with all constructs exceeding the recommended threshold of 0.7, indicating internal consistency. For example, the Flexible Working Arrangement (FWA) construct had a Cronbach's Alpha of 0.82, demonstrating strong reliability.

Convergent validity was evaluated through Average Variance Extracted (AVE), where values above 0.5 for all constructs confirmed that the items effectively measured their intended latent variables. For instance, the Employee Performance (EP) construct achieved an AVE of 0.68, reflecting robust convergent validity.

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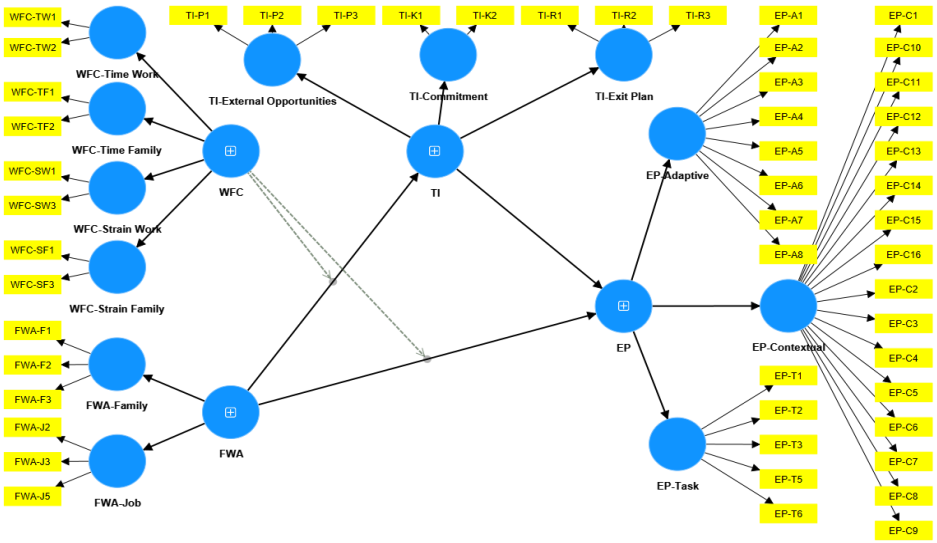

Figure 1. Outer Model

Discriminant validity was ensured using the Fornell-Larcker Criterion. Each construct's AVE square root was higher than its correlations with other constructs, confirming their distinctiveness. For instance, the correlation between FWA and WFC was lower than the square root of AVE for both constructs, validating discriminant validity. This comprehensive evaluation strengthens the measurement model's credibility and ensures its suitability for further analysis.

3.4 Inner Model Evaluation

The Inner Model measurement aims to assess how much influence the exogenous variables have on the endogenous, confirm whether the hypothesized relationship is significant, and evaluate the model's ability to predict the dependent variable. In this study, the measurement model consists of four latent variables. The exogenous or independent latent variable is FWA, the endogenous or dependent variable is EP, the moderating variable is WFC, and the intermediary or mediating variable is TI. Several parameters are used in testing the structural model: the Path Coefficient test, the Effect Size (f^2) test, the mediation effect test, and the R-Square (R^2) and Adjusted R-Square tests.

1. Hypothesis Testing with Path Coefficient Significance is carried out to measure the strength of the relationship between latent variables; the method used is bootstrapping to calculate the t-statistics and p-value.

Table 1. Results of structural model path coefficient

Path	***Original sample (O)***	***Sample mean (M)***	***Standard deviation (STDEV)***	***T statistics***	***P values***	**Results**
FWA → EP	0,533	0,533	0,060	8,910	0,000	Significant, positive
FWA → TI	-0,189	0,189	0,065	2,884	0,004	Significant, negative
TI → EP	-0,143	0,143	0,068	2,100	0,036	Significant, negative
WFC x FWA → EP	0,031	0,026	0,069	0,441	0,659	Insignificant, positive
WFC x FWA → TI	0,137	0,139	0,065	2,117	0,034	Significant, positive

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If the t-statistics ≥ 1.96 (with a significance of 5%) and the p-value ≤ 0.05, then the hypothesis has a significant influence and is accepted. The results of hypothesis testing through path coefficient analysis show that FWA has a significant positive effect on Employee Performance (t=8.910, p<0.05) and a significant adverse effect on Turnover Intention (t=2.884, p<0.05). Turnover Intention also significantly negatively affects Employee Performance (t=2.100, p<0.05). Interestingly, the interaction between Work-Family Conflict and FWA is not significant in influencing Employee Performance (t=0.441, p>0.05) but is substantial in influencing Turnover Intention (t=2.117, p<0.05). This means that when the conflict between work and family is high, the influence of FWA on the intention to leave (Turnover Intention) becomes more assertive and positive. This may indicate that although FWA is designed to reduce work pressure, work-family conflict (WFC) can worsen the impact of FWA, thus encouraging employees to consider leaving their jobs.

2. Effect Size (f^2) test is conducted to measure how much exogenous variables contribute significantly to endogenous variables.

Table 2. Structural Model Path Coefficient

	f-square	**Result**
FWA → EP	0,407	Significant Effect
FWA → TI	0,045	Moderate Effect
TI → EP	0,024	Moderate Effect
WFC x FWA → EP	0,001	No Effect
WFC x FWA → TI	0,022	Moderate Effect

The effect size test represents the change in R-value when a particular exogenous variable is removed from the model (Hair et al., 2019). If $f^2 \geq 0.02$, then the relationship between the variables has a negligible effect; if $f^2 \geq 0.15$, then the effect is moderate, and if $f^2 \geq 0.35$ has a significant effect. The effect size (f^2) analysis in this study revealed that FWA has a substantial effect on Employee Performance (0.407), while its impact on Turnover Intention is relatively small (0.045). The moderation of Work-Family Conflict on the FWA-EP relationship does not show a significant effect (0.001), but its moderation on the FWA-TI relationship shows a significant small effect (0.022).

3. Mediation Effect Test

The mediation effect occurs when the relationship between FWA and EP is explained through Turnover Intention (TI) as a mediator. The direct effect value was obtained in this study, as presented in Table 3 the direct effect value was then calculated to test the mediation effect, as described in table.

Table 3. Direct Effect

Path	***Direct effect***	**Conclusion**
FWA → EP	0,533	Shows a stronger positive effect compared to the FWA → TI and TI → EP relationships
FWA → TI	0,189	Shows a positive relationship, but not too strong
TI → EP	0,143	Shows a fairly small positive effect

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Table 4. Counting Indirect Effect

Path	**Counting *Indirect effect***	**Results**
FWA → TI	0,189	*Indirect effect = 0.189×0.143 = 0.027* *Turnover Intention (TI) has a small mediation effect between FWA and Employee Performance (EP), with a value of 0.027.*
TI → EP	0,143	
FWA → TI → EP	0,027	

The interpretation of the Direct Effect and Mediation Effect in this study is: (1) The direct effect (FWA → EP) has a value of 0.533, which indicates that FWA has a relatively significant direct positive impact on EP and TI slightly strengthens this relationship, (2) The mediation effect (FWA → TI → EP) has a value of 0.027, which is smaller than the direct effect, but still indicates that TI contributes to explaining the relationship between FWA and EP.

3. The R-Square (R^2) and Adjusted R-Square tests are conducted to measure how much the exogenous variables explain the variation in the endogenous variable construct.

Dimentions	**R-square**	**R-square adjusted**	**Conclusion**
EP-Adaptive	0,825	0,824	*Substantial*
EP-Contextual	0,940	0,940	*Substantial*
EP-Task	0,838	0,837	*Substantial*
FWA-Family	0,867	0,866	*Substantial*
FWA-Job	0,795	0,794	*Substantial*
TI-Commitment	0,848	0,847	*Substantial*
TI-Exit Plan	0,845	0,844	*Substantial*
TI-External Opportunities	0,927	0,927	*Substantial*
WFC-Strain Family	0,655	0,653	*Moderate*
WFC-Strain Work	0,794	0,793	*Substantial*
WFC-Time Family	0,758	0,756	*Substantial*
WFC-Time Work	0,641	0,639	*Moderate*

If $R^2 \geq 0.75$, then the relationship between the variables in the model is quite strong (substantial); if $R^2 \geq 0.50$, the relationship between the variables is moderate; and if $R^2 \geq 0.25$, the relationship between the variables is weak. In evaluating this study's structural model (inner model), the R-squared value shows that the model has substantial predictive power for most variables. Only the WFC-Strain Family ($R^2 = 0.655$) and WFC-Time Work ($R^2 = 0.641$) showed moderate predictive power, meaning that further exploration or adding other relevant exogenous variables is needed to improve the model's explanatory power. The slight difference between the R^2 and Adjusted R^2 values indicates that this model is stable and is not too influenced by the number of predictor variables. Based on the data analysis, six hypotheses were tested to identify the influence of work time flexibility, Turnover Intention, family and work conflict, employee performance, and the role of moderation and mediation. The analysis results show that most of the proposed hypotheses are accepted, with several findings providing essential insights into the relationship dynamics between these variables.

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H1: FWA has a significant negative effect on Turnover Intention, which means that the higher the level of work time flexibility, the lower the employee's desire to change jobs (accepted)
H2: Turnover Intention has a significant negative effect on Employee Performance, which shows that the desire to change jobs can reduce employee productivity and performance (accepted)
H3: FWA has a significant positive effect on Employee Performance, which shows that the existence of work time flexibility can improve employee performance (accepted)
H4: Turnover Intention mediates the effect of FWA on Employee Performance, which means that the impact of FWA on employee performance is influenced by the level of Turnover Intention (accepted)
H5: Work-Family Conflict moderates the effect of FWA on Turnover Intention, which shows that conflict between work and family can strengthen the relationship between work time flexibility and Turnover Intention (accepted)
H6: WFC moderates the effect of FWA on Employee Performance, which shows that conflict between work and family does not strengthen the relationship between work time flexibility and Employee Performance (rejected)

3.5 Discussion

The findings align with prior studies emphasizing the role of FWA in reducing WFC and its cascading benefits on lowering TI and enhancing EP. The implications suggest that organizations should prioritize policies supporting flexible work while addressing potential work-life balance challenges to optimize performance.

4. CONCLUSION

This study contributes to the existing body of knowledge by introducing Work-Family Conflict (WFC) as a novel moderator in the relationships between Flexible Working Arrangements (FWA), Turnover Intention (TI), and Employee Performance (EP). By emphasizing the critical role of WFC, the research provides a nuanced understanding of how flexible work arrangements influence employee outcomes under varying work-life balance pressures.

From a theoretical perspective, the study enhances the understanding of FWA's dual impact—its potential benefits and limitations—when moderated by WFC. It fills a gap in the literature by empirically demonstrating that unresolved work-life tensions can diminish the effectiveness of FWA in improving organizational outcomes.

Practically, the findings offer actionable insights for organizations, particularly in the IT sector, to design and implement FWA policies that consider the work-life balance challenges of their workforce. Recommendations include incorporating targeted interventions to reduce WFC, such as providing employee support programs, fostering a culture of open communication, and ensuring technological infrastructure supports remote work effectively.

Moreover, the study highlights the importance of tailoring FWA practices to address individual and organizational needs, improving employee retention and performance. Future research directions proposed in this study encourage longitudinal assessments and the exploration of additional moderating factors such as leadership style and organizational culture.

This study demonstrates that FWA can be an effective strategy to improve EP by mitigating WFC and TI. Organizations aiming for higher employee productivity should consider enhancing FWA policies and supporting structures to address WFC effectively. Practical recommendations include implementing structured training programs to help employees manage work-life balance, regular feedback mechanisms to monitor and adapt FWA practices, and

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investment in technology to support remote work. For PT. X, aligning FWA strategies with employee needs and corporate goals will be critical in maintaining a competitive edge in the IT sector. Future research could explore longitudinal studies to assess the long-term impact of FWA and investigate additional factors, such as organizational culture and leadership style, that may influence these relationships.

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