

# Original Research Article

## When Love and Hate Collide: The Influence of Conflict on Employees' Turnover Intention

### ABSTRACT

This study aims to examine the partial effect of individual conflict employees on turnover intention. This research uses saturated sampling where all the population is employed as a sample, totaling 51 casual employees. Data collection approaches in this study are observation, bibliography/documentation, and questionnaires. Data analysis technique used are validity and reliability test, classic assumption test, simple regression test, and test hypothesis using SPSS. Based on the research results, it is discovered that conflict significant effect on turnover intention employees partially. Based on the determination (R<sup>2</sup>) of 0.491 or 49.1%, meaning that the independent variable (X) is individual conflict the influence contribution of 49.1% on the dependent variable (Y) is turnover intention. The remaining 50.9% is influenced by other factors that are not researched.

*Keywords: work conflicts, turnover intention, commitment, quantitative method, human resource management*

### 1. INTRODUCTION

In carrying out tasks or work, there are usually differences of opinion among fellow employees or between leaders and subordinates. This is where the conflict usually starts. Conflict itself usually comes from within work or from outside work. Conflict is a feeling that is shown or not shown towards the achievements or decisions of other parties that are not in accordance with one's own opinion. Conflict also has various types and causes and effects, and can have negative or positive impacts. The negative impact of conflict is the destruction of communication and cooperation that exists, as a result the production process will be disrupted. The positive impact is if the two or more conflicting parties can graciously accept suggestions and criticisms from other parties, and make them into consideration for the same goal, namely increasing production results.

The existence of conflict can cause employees to experience stress and productivity levels can decrease. The result is a decrease in the level of productivity will result in losses. Another thing that can cause losses to the company itself is the result of the employee's desire to move. Usually driven from a company environment that is less favorable or from individual factors that arise outside of work. The occurrence of an employee's decision to leave his job can give a loss to the company because the company has to pay for retraining new employees and several other losses.

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Factors that need to be of concern to companies to reduce employee turnover rates are how companies manage a good and conducive climate in employee work activities and there are efforts to manage good and conducive human resources in employee work activities. Organizational climate is closely related to the process of creating a conducive work environment, so that harmonious relationships and cooperation can be created among all members of the organization. Efforts to create a conducive organizational climate, especially the working relationship between one employee and another in the employee-leadership relationship, are aimed at realizing harmonious cooperation. Thus "a harmonious organizational climate can create increasingly better performance in employees" (Haeruddin & Natsir, 2016; Okoli, 2018; Prasad et al., 2020).

Comment [AE18]: Cite correctly

According to Kusuma (2021), some companies recruit employees with a contract system to work for two years, with a probationary period of 3-6 months and after that an evaluation is carried out to decide whether the employee concerned will be appointed as a permanent employee, remain in a contract position as an employee or be terminated towards the employee. As contract employees, of course, they still experience awkwardness in being organized, so that with the existing organizational climate, it is still difficult to adapt. As a contract employee, the level of salary is still quite limited, it even seems that there is discrimination between contract employees and other permanent employees. This is what causes the low level of satisfaction of contract employees.

PT. Karya Multi Reksa was founded in 2015, according to the deed of establishment of a Limited Liability Company number 4 (Four) on November 27 2015. Initially it was established in the form of a CV and became a PT in 2015 according to the deed of establishment of a Limited Liability Company November 27 2015. The type of business is in construction, services and trade. Its main activities are building construction, installation of prefabricated buildings for building construction, self-owned or leased real estate.

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PT. Karya Multi Reksa is located at Jalan BKN / Education and Training No. 7c Biringkanaya Makassar. PT. Karya Multi Reksa was established with the motto "Giving Satisfaction to Relationships" which is used as a reference in working so that it can gain full trust in developing the construction, mechanical and electrical businesses. Because the trust given by its relations is used as the basis for continuing to improve human resources so that they can carry out their work properly and skillfully.

Judging from the phenomena that exist in the company PT. Karya Multi Reksa, one of the problems was found, namely employee turnover. This is because most of the number of employees at PT. Karya Multi Reksa is a contract worker who is also depends on the project being handled by the company. For example, the company PT. Karya Multi Reksa is working on a project on a large scale, so PT. Karya Multi Reksa will recruit many contract workers. Well, if the next project only requires a little labor. PT. Karya Multi Reksa will reduce the number of employees in accordance with the contract that was agreed and signed at the beginning.

There are various reasons for termination of employment between PT. Karya Multi Reksa and employees at PT. Karya Multi Reksa. Among them are in accordance with the previous parable, depending on the large or small scale of the project being handled by PT. Karya Multi Reksa. Another reason could come from employees of PT. Karya Multi Reksa itself, if you feel unsuited or feel uncomfortable when working under the auspices of PT. Karya Multi Reksa itself, another reason if the one who terminates the employment relationship is the company because the employee is negligent in carrying out his work which results in a decrease in the employee's own performance and will result in the company's production results.

Contract employees at PT. Karya Multi Reksa are generally contracted for a maximum of 3 to 6 months. According to an informed source who is an employee of PT. Karya Multi Reksa the authors interviewed that the company rarely terminates employment with contract employees because most of the previously recruited employees are employees who are experienced and well-known in their respective fields. Meanwhile, some employees who terminate employment or leave their jobs have several reasons including feeling unsuitable for the job provided, an uncomfortable work environment and contract employees preferring other job offers. Most of the employees recruited by PT. Karya Multi Reksa are those that are not undergraduate. The reason is because, the projects received or worked on by PT. Karya Multi Reksa is physical work, which requires more energy for heavy work. According to Murphy (2020), many companies do not get certainty about future projects resulting in anxiety which in the future can result in high levels of stress on employees. In addition, in terms of the compensation provided, many employees complain of unsatisfactory compensation for their work, both financially and non-financially.

The impact faced by PT. Karya Multi Reksa when employees leave their jobs in the middle of an ongoing project is PT. Karya Multi Reksa had to re-hire experienced employees in the abandoned field and had to renegotiate salary issues which resulted in wasted time and projects that had to be delayed for an uncertain period of time.

Turnover number of employees can be seen from the data on the number of employees of PT. Karya Multi Reksa for a period of 3 years, namely 2020 to 2022. As follows

**Table 1. Data on the number of employees of PT. Karya Multi Reksa**

Month	2020	2021	2022
January	59	72	83
February	48	71	102
March	109	78	33
April	48	65	22
May	48	112	76
June	48	23	41
July	48	75	49
August	60	68	26
September	60	57	36
October	40	49	35
November	49	45	44
December	58	35	11

Source: PT. Karya Multi Reksa, 2022

In the phenomenon above, it can be seen that the turnover of the number of employees changes in large numbers, and there are several months where the number of employees remains constant. According to an employee named Ms. Mayangsari, on November 27 2019, the author asked about the reasons why the number of employees could change as shown in the table above. According to him, his company accepts or contracts employees according to the request of the company that gives the project.

So, what the writer can conclude is the scale or level of the project being carried out by PT. Karya Multi Reksa is one of the reasons or that has a big influence on the turnover rate at PT. Karya Multi Reksa. Another reason is that if employees of PT. Karya Multi Reksa prefers jobs outside of PT. Karya Multi Reksa which offers more attractive positions and salary rewards.

## 2. LITERATURE REVIEW

### 2.1 Conflicts

Conflicts are often motivated by differences in the characteristics that individuals carry in an interaction. In organizations, it is very possible for conflicts to occur, both individuals and groups. According to Todorova et al. (2021), the characteristics of a conflict are as follows:

- a. At least there are two parties individually or in groups involved in an interaction that is mutually opposite.
- b. Mutual conflict in achieving goals.
- c. There are actions that face each other as a result of conflict.
- d. Due to imbalance.

Moreover, according Todorova et al. (2021), conflict within the organization can be caused by the following factors:

- a. Human Factors and their behavior
  - Raised by superiors, mainly because of his leadership style.
  - Personnel who maintain the rules rigidly.
  - Arises because of individual personality traits, including egoistic, temperamental, bigoted, and authoritarian attitudes.
  - Passion and ambition.
  - Various kinds of personalities.

Conflict arises because there are enormous differences between each person's personalities, which can even lead to interpersonal feuds. Cases often arise where people who have high power and achievement tend not to really like to cooperate with other people, because they consider personal achievement more important, so this **hat** certainly affects other parties in the organization.

**Comment [AE21]:** The discussions here are irrelevant. Th introduction of your study should delve majorly on the topic and bring out the gap you intend to fill in the study. This is totally lacking here. Moreover, your discussion has no coherence. It does not bring into limelight the relationship between conflict and employees retention. You need to do justice to this, please.

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b. Organizational Factors

- Competition in using resources. If resources, whether in the form of money, materials or other means, are limited or limited, then competition may arise in their use. This is the potential for conflict between units/departments within an organization.
- Differences in goals between organizational units. Each unit in the organization has a specialization in its function, task, and field. These differences often lead to conflicts of interest between the units. For example, a sales unit wants a relatively low price with the aim of attracting more consumers, while a production unit wants a high price with the aim of advancing the company.
- Task interdependence. Conflict occurs because of the interdependence between one group and another. One group cannot work because it is waiting for the work of other groups.
- Differences in values and perceptions. A certain group has a negative perception, because they feel they are being treated unfairly. Relatively young managers have the perception that they have quite heavy, routine and complex tasks, while senior managers have light and simple tasks.
- Jurisdictional ambiguity. Conflicts occur because the boundaries of the rules are not clear, that is, there are overlapping responsibilities.
- "Status" problem. Conflicts can occur because one unit/department tries to improve and enhance its status, while another unit/department perceives it as something that threatens its position in the organization's hierarchical status.
- Communication barriers. Communication as a medium of interaction between people can easily become the basis for conflict. It can be said that communication is like a double-edged sword. The absence of communication can cause conflict, but on the other hand the communication that occurs itself can be a potential for conflict. For example, information received about the other party will allow people to identify situations where there are differences in values and needs. This can start a conflict; in fact, it can be avoided with a little more communication.

In general, work conflicts that occur are divided into two types, namely:

- a. Substantive conflicts/ conflicts between individuals and groups. This type of conflict often occurs because it relates to individuals and groups/companies. Each has a position that is considered correct. An example of this case is the conflict that occurred between the finance department and the sales department. The sales department tries to meet the target by trying to sell as many products as possible, thus production must be large. On the other hand, the finance department is making cost savings to reduce the cost of certain raw materials that are considered less important. This conflict can be resolved if each sits together to find a solution.
- b. Emotional conflicts / conflicts because of the individual himself. Occurs due to feelings of anger, distrust of other people/environment, unsympathetic towards someone, fear for reasons that are unclear and rejection of the environment because it does not match expectations, as well as interpersonal conflict. This

personal conflict is more individual. An example of this case, for example, is an individual's feeling of displeasure with the leader because according to the individual the leader always doesn't listen to his aspirations or input, it's also common for feelings of discomfort to come from home (usually occurs in women).

## 2.2 Turnover Intention

The discussion about turnover is indeed a classic problem, where this must happen to or be experienced by every organization or company. These classic problems are inseparable from resignations, moving to other companies, termination or death of employees. In fact, employee turnover due to employee termination due to employee ineffectiveness is in itself a positive thing for the company. Conversely, if the employee's discharge is due to resignation and inappropriate company policies, then this becomes a problem for the company because it can disrupt the company's operations.

The problem of turnover is something that will definitely be faced by an organization or company. Employee turnover is an important issue for employees and the company. From the employee's point of view, employee turnover has both positive and negative impacts on them. The positive impact is that employees can get other jobs that are more appropriate according to their wishes. The negative impact is the influence of employee morale on their trust in working in a company. From the company's point of view, employee turnover can also have positive and negative impacts. The positive impact is that when a company has employees with poor performance, the company can replace them with employees with better performance or those with superior competence. While the negative impact is that it will incur high costs such as costs for recruitment, training, development and placement. The disadvantages lie on two sides, namely the loss of investment skills possessed by former employees through many processes with a high total cost and losses in the cost of waiting time for companies to prepare employees to have skills.

Employee turnover is intended so that there is a flow of employees entering and leaving the organization (company), which is basically an indication of employee stability. The higher the "turnover" means the higher or more frequent there is a turnover (exit/in) of employees, which means the greater the loss to the organization (company) concerned. This is partly due to these things:

- a) The emergence of new costs for the withdrawal of new employees.
- b) The emergence of additional costs for the withdrawal of new employees.
- c) The need for adjustment time for employees.

High turnover in a field within an organization indicates that the field concerned needs to improve its working conditions or the way it is developed. There are several indications that can be used as a reference for predicting the possibility of turnover intention in a company, including: employee absenteeism which continues to increase, employees are starting to be lazy to work, increasing violations of work rules, increasing protests against superiors and the existence of positive employee behavior that is very different from usually.

Explains the turnover model in which there are several stages that may be passed before someone decides to leave an organization or agency. It can be seen that the first stage in the turnover process begins when employees evaluate their current jobs, then they realize

Comment [AE23]: How do you mean?

whether they are satisfied or dissatisfied with their jobs. Starting from a decrease in the level of satisfaction, then in the second and third stages, it will affect a decrease in motivation which is characterized by, among others: stress, physical illness, lazy work, low quality, lack of personal communication, indifference with work assignments. In the end, they will decide to think and intend to leave to find a new job. In the fourth stage employees compare alternative jobs with their current job and make a decision to stay or leave and the fifth stage is the action to stay or leave the organization.

**Comment [AE24]:** This is a very weak discussion on turnover. Meaning of turnover must be adequately discussed by referring to and citing the works of past researchers on the subject mater.

According to Wynen et al. (2019), the impact of turnover on the organization include: Employee withdrawal costs, regarding time and facilities for interviews in the selection process, withdrawal and studying turnover; increased training costs, involving supervisor time, personnel department and trained employees. What is spent on employees is less than what the new employees produce, the accident rate of new employees, usually tends to be high, and there is production lost during the employee turnover period (Haeruddin et al., 2022; McCarter et al., 2022). Production equipment that cannot be fully used; need to do overtime work, otherwise production delays will occur. High turnover in the organization indicates the need to improve working conditions and ways of coaching (Mustafa et al., 2018; Natsir et al., 2021)

Several steps can be carried out by organizations in order to control the turnover rate, which are, firstly, by offering competitive financial and non-financial improvements (Jung, 2010; Terborg & Lee, 1984). Factors increasing income can reduce and control turnover. Actually, employee job satisfaction is not absolutely influenced by salary or income alone. But the income factor is a classic reason that affects employee turnover, especially for young employees. Besides the financial factor, there is the main thing, namely non-financial. This non-financial can be in the form of rewards for employee performance results in the form of rewards and performance recognition that are structured both within the company or organization (McCarter et al., 2022). Secondly, is by giving transparent career development opportunities (Crawshaw et al., 2012; Meng-Lewis et al., 2022). Career development opportunities have a positive effect on employee performance, and it is a need that must be continuously grown in a person's workforce, so as to be able to encourage their performance abilities (Chughtai & Buckley, 2011; Niati et al., 2021). The clarity of this career development will make employees feel cared for by the organization where they work so as to make them feel comfortable and in particular can reduce and be able to control turnover (McCarter et al., 2022; Natsir et al., 2021).

**Comment [AE25]:** Your study lacks both theoretical and empirical discussion. Hence, you were unable to establish the lacuna (i.e. gap) in literature. You have to rework the entire literature review.

Thirdly, opportunities for increasing knowledge can minimize the turnover rate. Employee quality can be improved by increasing knowledge. From the increase in knowledge obtained an increase in performance. This increase in knowledge has two advantages, namely for the internal organization and personal benefits for employees. If this knowledge is obtained by employees on a regular basis, employees will feel that they are getting abundant benefits from the organization where they work. So that the desire to move and turnover will be reduced. And lastly, by intensifying communication from all lines. Communication is an absolute thing in a work organization, because from this communication various kinds of employee problems will be resolved early. The expected communication is of course communication on all fronts. Between superiors and subordinates as well as fellow lines. The voices from subordinates (employees) to superiors that are considered are very important for employees so that it is hoped that superiors can accommodate voices from below so that checks and balances occur. By intensifying this communication, employees will feel that their rights to express opinions are protected so that the desire to leave will be minimal.

## 2. METHODS

The type of research used in this research is correlational research. The population of this research is the employees at PT Karya Multi Reksa are around 100 employees. The sampling technique used is the simple random sampling technique. By using the Slovin Formula, so the sample used was 51 employees. The data collection technique used in this study was a questionnaire. Questionnaires were distributed directly, whereas data analysis in this study used simple regression analysis by employing the SPSS application.

**Comment [AE27]:** Correlational research method was employed in this study.

**Comment [AE28]:** Explain briefly what correlational research method means and how you applied it in the study

**Comment [AE29]:** Very poor. Be specific about the population of the study

**Comment [AE30]:** Let us know how you applied the Slovin;s Formular.

**Comment [AE31]:** Poor presentation of methodology

**Comment [AE32]:** Reframe this sentence to be more meaningful

**Comment [AE33]:** Table 3.1

## 3. RESULTS AND DISCUSSION

To see if the PT. Karya Multi Reksa has decreased the level of employee job satisfaction as seen by data on employee turnover intention or the turnover rate of employees at PT. Karya Multi Reksa from 2020 to 2022 as follows:

**Table 2. Employee Turnover Data of PT. Karya Multi Reksa in 2020**

Month	Number of Initial Employees	Employee		Number of Final Employees
		In	Out	
January	35	50	2	83
February	83	19	0	102
March	102	14	83	33
April	33	0	11	22
May	22	54	0	76
June	76	7	42	41
July	41	8	0	49
August	49	0	23	26
September	26	11	1	36
October	36	0	1	35
November	35	15	1	44
December	44	0	38	11
Total	582	178	202	558

Processed data, 2022

**Comment [AE34]:** source

**Table 3. Employee Turnover Data of PT. Karya Multi Reksa in 2021**

Month	Number of Initial Employees	Employee In	Employee Out	Number of Final Employees
January				59
February	59	7	18	48
March	48	63	2	109
April	109	0	61	48
May	48	0	0	48
June	48	0	0	48
July	48	0	0	48
August	48	12	0	60
September	60	0	0	60
October	60	0	20	40
November	40	9	0	49
December	49	14	5	58
Total	617	105	106	675

Processed data, 2022

From the turnover data obtained in Table 2, Table 3, and Table 4 can be calculated percentage of employee turnover rate at PT. Karya Multi Reksa uses Labor Turnover (LTO) formula from some scholars (De Silva & De Silva Lokuwaduge, 2021; Winterton, 2004), as described below:

$$\text{Turnover year 2020} = \frac{(106-105)}{\frac{1}{2}(617+675)} \times 100\% = 0,15\%$$

$$\text{Turnover year 2021} = \frac{(161-138)}{\frac{1}{2}(773+750)} \times 100\% = 3,02\%$$

$$\text{Turnover year 2022} = \frac{(202-178)}{\frac{1}{2}(582+558)} \times 100\% = 4,21\%$$

Comment [AE35]: Table 3.2

Comment [AE36]: Source

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**Table 4. Employee Turnover Data of PT. Karya Multi Reksa in 2022**

Month	Number of Initial Employees	Employee In		Employee Out		Number of Final Employees
January	58	15	1		72	
February	72	7	8		71	
March	71	7	0		78	
April	78	2	15		65	
May	65	47	0		112	
June	112	0	89		23	
July	23	52	0		75	
August	75	4	11		68	
September	68	3	14		57	
October	57	0	8		49	
November	49	1	5		45	
December	45	0	10		35	
<b>Total</b>	<b>773</b>	<b>138</b>	<b>161</b>		<b>750</b>	

Processed data, 2022

Comment [AE38]: Allow this Table to come before your previous discussion.

The linearity test aims to determine whether the two variables have a significant linear relationship or not. In this study it is used to test how the Individual Conflict variable affects Turnover Intention. Following are the results of the linearity test using SPSS

**Table 5. Linearity Test Results**

Linearity Test	
	Sig.
Deviation from Linearity	0.342

Processed data, 2022

Based on the table above, the value of Deviation from linearity Sig. is 0.342 which is greater than 0.05. So, it can be concluded that there is a significant linear relationship between Individual Conflict (X) on Turnover Intention (Y).

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**Table 6. Results of Simple Regression Analysis**

Model		Unstandardized Coefficients	
		B	Std. Error
1	(Constant)	-.121	3.407
	Total_X	.884	.128

Processed data, 2022

Based on the table above,  $a$  value is -0.121 and the  $b$  value is 0.884. When put into the simple linear regression equation, the results are as follows:

$$\hat{Y} = -0.121 + 0.884 X$$

The meaning of the equation above is:

- The constant value of the equation above is -0.121. This number is a constant number which means that if there are no individual conflicts, then the consistent value of turnover intention is -0.121.
- The regression coefficient is 0.884, which means that if the structure adds 1% individual conflict each time, turnover intention will increase by 0.884.

The results of the calculations from SPSS to test the hypothesis or partial test (t test) are as follows:

**Table 7. Hypothesis testing**

Hypothesis testing		
T <sub>Count</sub>	T <sub>Table</sub>	Conclusion
6.878	1.676	<b>Significant</b>

*Processed data, 2022*

Testing the effect of independent variables or individual conflicts on the dependent variable or turnover intention is carried out by statistical t tests. The data in the table shows that  $t_{count} = 6,878$  with a significance level ( $\alpha$ ) = 5% or 0.05, so the degrees of freedom (db) or degree of freedom (df) can be calculated with  $df = n-2 = (51-2) = 49$  and from these results a  $t_{table}$  value of 1,676 was obtained. These results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  value of 6,878 is greater than the  $t_{table}$  of 1,676,  $H_0$  is accepted and  $H_1$  is rejected, meaning that the individual conflict variable has a significant effect on the turnover intention variable.

#### 4. DISCUSSION

Work stress is still one of the problems that workers in various industrial sectors often complain about. Besides having a negative impact on the health of workers, work stress will also hamper production activities in an industry. In general, the causes of work stress in the industry are related to work factors and individual factors of workers. Based on the results of research conducted by Kurniawan et al. (2022), it was found that independent variables such as gender, work schedule, role conflict, and interpersonal conflict affect work stress. While the independent variables such as age, years of service, and workload have no effect on work stress.

Job stress is a disruptive or detrimental emotional and physical response that occurs when task demands do not match the abilities, resources, or desires of workers. Work stress can trigger the emergence of health problems in workers such as psychological disorders which result in decreased labor productivity. In research conducted by Natsir et al. (2021), it can be concluded that age, years of service, interpersonal relationships, and individual roles in the organization are factors related to work stress.

**Comment [AE40]:** This should be CONCLUSION

**Comment [AE41]:** Was your study on work stress or conflict and employee turnover intention? Why the sudden deviation?

**Comment [AE42]:** see AE42

The involvement of men and women in the world of work and in the household can cause serious problems, namely work and household conflicts that encourage voluntary employee turnover. Unfortunately, most research is conducted against an individualistic cultural background. Research conducted by El Refae et al. (2021), aims to analyze the impact of demographic variables (gender, age, marital status and domestic support) on work and household conflicts, and desire to leave an organization or company. The results of his research show that marital status has a significant effect on two types of conflict: work-to-household conflict and household-to-work conflict. Marital status has no significant effect on employee intention to leave. Age has a significant effect, but in the opposite direction from the hypothesis, on employee intention to leave.

Looking at some of the research or research that has been done regarding the effect of gender-based conflict, it can be concluded that gender and several other individual factors have an influence on individual conflict at work, can have an impact on employee productivity itself which ends in performance that will affect company. Then the group that experienced the most conflicts based on gender in the author's research was 100% men, because PT. Karya Multi Reksa recruits only male contract employees. The reason is because the type of work offered by PT. Karya Multi Reksa is a job that relies on strength that is generally obtained from men.

Turnover intention is a feeling that arises from an individual, namely the intention to voluntarily leave work according to their own choice. Gender influences the individual's decision to choose a job. Human Resources is the most important asset in an organization that affects the efficiency and effectiveness of the company. So that the company is expected to be able to manage human resources as well as possible so that turnover does not occur. Research conducted by De Silva and De Silva Lokuwaduge (2021) shows that group cohesiveness or the degree to which group members interact with each other and are motivated to feel in the group negatively affects turnover intention, although not significantly. Personality job fit or suitability between the personality possessed by employees and the work they do positively affects turnover intention although it is not significant. Job satisfaction negatively affects turnover intention although it is not significant. Age, gender, marital status, education, and years of service negatively affect turnover intention and are significant. However, if viewed per dimension, it is found that the conscientiousness, pay, and promotion dimensions have a significant effect on turnover intention.

The performance of a company is largely determined by the condition and behavior of employees owned by the company. One form of employee behavior that cannot be prevented is the desire to move (turnover intention) which results in the employee's decision to leave his job. From the results of the research that was examined by the author, the sex group that experienced the most turnover was men, the reason being that the employees working at PT. Karya Multi Reksa is male, which is 100%.

Based on the results of research conducted by Natsir et al. (2021), it is known that most of the respondents were over 34.2 years old, namely 60% of all research respondents, with the youngest respondent being 28 years old while the oldest respondent was 41 years old and the average -the average age of the respondents was 34.2 years. Age is a factor that can affect the occurrence of work stress. Workers with an older age will have experience that workers with a relatively younger age do not have.

In the study of Muharni and Wardhani (2020), the age group of nurses at Santa Elisabeth Lubuk Baja Hospital Batam between 25 years and 30 years is the largest age group, namely 40 nurses. The age group of nurses is a productive age group. Productive age according to the Ministry of Health of the Republic of Indonesia (2013) that the age of 26-35 years is early

adulthood which is the determining stage for someone according to career. This shows the compatibility between individuals with jobs and organizations. In the study it was concluded that the turnover intention rate at Santa Elisabeth Hospital was still high. Nurse job satisfaction, even though statistically it does not affect the occurrence of turnover intention, is still the most important factor influencing the occurrence of nurse turnover intention at Santa Elisabeth Hospital Lubuk Baja Batam in 2019, namely work stress.

Based on the study of Etnaningtyas (2011), regarding the effect of categorical factors on turnover intention, it was found that subjects who were  $\leq 30$  years old, with a working period of  $\leq 3$  years tended to have turnover intentions. Moreover, Etnaningtyas (2011) adds that age is a stage of individual development that always experiences growth and development (very potential). Young employees have a higher turnover rate than older employees. Previous studies have shown a negative and significant relationship between age and turnover intention. Meanwhile, older employees have lower turnover because they have family responsibilities, decreased mobility, don't want to bother changing jobs and require them to start work all over again in a new workplace. While young employees still have a desire to try something new, they also have a greater chance of being accepted at another company because young employees have a higher level of productivity than older employees. It can be seen that the most age range of employees in PT. Karya Multi Reksa is 31 to 40 years old, where this age range is included in the age range with high productivity and it can be said that in this age range the average employee has work experience that is quite reliable.

The results of the study prove that individual conflict has a positive influence on turnover intention. These results are in accordance with the first hypothesis  $H_0$  is rejected and  $H_1$  is accepted which states that the individual conflict variable has a positive and significant effect on the turnover intention variable. Positive influence means that individual conflicts experienced by employees cause employees to experience stress and decrease productivity levels resulting in losses for the company itself and in the end arises the desire of employees to move or leave their jobs. It is said to be significant because employees feel that the time needed to complete a job is not enough so that work is not completed at the specified time and employees find it difficult to perceive their work so that work becomes uninteresting and boring. The results of research conducted by Alfiah (2013), suggests that there is a significant influence between conflict, trust and job satisfaction. The results of research conducted by McCarter et al. (2022) found that work stress has a positive effect on turnover intention, this means that if work stress increases, turnover intention will also increase. The results of research conducted by Suciati and Minarsih (2015), show that work stress has a positive effect on turnover intention. Prasad et al. (2020) state that stress has a direct effect on employee turnover intention.

The results of the analysis of the effect of individual conflict on Turnover Intention obtained a  $t_{table}$  value of 1,676. These results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  is 6,878 greater than the  $t_{table}$  1,676,  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a significant influence between individual conflicts on turnover intention. This result means that individual conflict has a positive and significant effect on turnover intention if the company provides work that is excessive and not in accordance with employee abilities, then turnover intention will increase.

To determine the effect of individual conflict on turnover intention at PT. Karya Multi Reksa, the results of calculating a simple linear regression analysis between individual conflict (X) on turnover intention (Y), then a regression coefficient of 0.884 is obtained, which means that, if the structure adds 1% each individual conflict, then turnover intention will increase of 0.884. Based on the coefficient of determination, the result is 0.491 or 49.1%. That is, the

**Comment [AE43]:** This should have been more relevant under literature review

independent variable (X), namely individual conflict, contributes 49.1% to the dependent variable (Y), namely turnover intention. The remaining 50.9% is influenced by other factors.

## 5. CONCLUSIONS

Based on the results of research on the effect of individual conflict on turnover intention at PT. Karya Multi Reksa, the following conclusions can be drawn as follows: Based on the results of simple linear regression analysis individual conflict (X) has a positive and significant effect on turnover intention (Y) where a regression coefficient value of 0.884 is obtained, which means that if the structure adds 1% individual conflict each time, turnover intention will increase of 0.884. Based on the results of hypothesis testing, the t-test that has been carried out shows that  $t_{count} \leq t_{table}$ , from these results a  $t_{table}$  value of 1,676 is obtained. These results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  value of 6,878 is greater than the  $t_{table}$  of 1,676,  $H_0$  is rejected and  $H_1$  is accepted, meaning that individual conflict has a significant effect on turnover intention. According to the results of the correlation coefficient test, a value of 0.701 is obtained which in the interpretation table of the correlation coefficient value, this value is between (0.60 - 0.799), indicating that there is a strong correlation between individual conflict variables and turnover intention. Based on the SPSS output it appears that from the calculation results the coefficient of determination ( $R^2$ ) is 0.491 or 49.1%. That is, the independent variable (X), namely individual conflict, contributes 49.1% to the dependent variable (Y), namely turnover intention. The remaining 50.9% is influenced by other factors. The results of the calculations in this study are individual conflicts that partially have a positive and significant effect on employee turnover intention at PT. Karya Multi Reksa. These results are reinforced by research conducted by Nanda (2015) in which the work-family conflict variable has a positive and significant effect on employee turnover intention at the Pizza Hut Mall Bali Galeria Restaurant. Positive influence means that the greater the employee's work-family conflict, the greater the intention to quit their job. Other research that can strengthen the research results is research conducted by Fristiyanti (2016) whose results show that the effect of organizational commitment on turnover intention is significant, namely ( $R^2$ ) 0.285. The meaning of this coefficient is that the relative contribution made by Organizational Commitment to Turnover Intention is 28.5% s. It can be said that if the commitment is high, the turnover intention is low, and vice versa, if the commitment is low, the turnover intention will be high. This happens because a person's desire to leave the organization is caused by a person's sense of loyalty and involvement in the company and how the company maintains the commitment of its employees. It can be concluded from both studies that individual conflicts such as work-family conflict and organizational commitment have a positive and significant effect on turnover intention.

### COMPETING INTERESTS DISCLAIMER:

**AUTHORS HAVE DECLARED THAT THEY HAVE NO KNOWN COMPETING FINANCIAL INTERESTS OR NON-FINANCIAL INTERESTS OR PERSONAL RELATIONSHIPS THAT COULD HAVE APPEARED TO INFLUENCE THE WORK REPORTED IN THIS PAPER.**

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**Comment [AE44]:** Some names on your reference list could not be found in the body of the work while those in the body of the work (in-text references) did not appear in the reference list