

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

## Authors' contributions

This work was carried out in collaboration among all authors. All authors read and approved the final manuscript.

## ABSTRACT

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

*Keywords: work conflicts, turnover intention, commitment, 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 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 (Nanda, 2015). 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 which 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.

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

45 According to Kusuma (2021), some companies recruit employees with a contract system to  
46 work for two years, with a probationary period of 3-6 months and after that an evaluation is  
47 carried out to decide whether the employee concerned will be appointed as a permanent  
48 employee, remain in a contract position as an employee or be terminated towards the  
49 employee. As contract employees, of course, they still experience awkwardness in being  
50 organized, so that with the existing organizational climate, it is still difficult to adapt. As a  
51 contract employee, the level of salary is still quite limited, it even seems that there is  
52 discrimination between contract employees and other permanent employees. This is what  
53 causes the low level of satisfaction of contract employees (Anvari, 2023).

#### 54 1.1 Context

55 Karya Multi Reksa was founded in 2015, according to the deed of establishment of a Limited  
56 Liability Company number 4 (Four) on November 27 2015. Initially it was established in the  
57 2015 according to the deed of establishment of a Limited Liability Company November 27  
58 2015. The type of business is in construction, services and trade. Its main activities are  
59 building construction, installation of prefabricated buildings for building construction, self-  
60 owned or leased real estate.

61 Karya Multi Reksa is located at Jalan BKN / Education and Training No. 7c Biringkanaya  
62 Makassar. Karya Multi Reksa was established with the motto "Giving Satisfaction to  
63 Relationships" which is used as a reference in working so that it can gain full trust in  
64 developing the construction, mechanical and electrical businesses. Because the trust given  
65 by its relations is used as the basis for continuing to improve human resources so that they  
66 can carry out their work properly and skillfully (Anvari, 2023).

67 Judging from the phenomena that exist in the company Karya Multi Reksa, one of the  
68 problems was found, namely employee turnover. This is because most of the number of  
69 employees at Karya Multi Reksa is a contract worker who is also depends on the project  
70 being handled by the company. For example, the company Karya Multi Reksa is working on  
71 a project on a large scale, so Karya Multi Reksa will recruit many contract workers. Well, if  
72 the next project only requires a little labor. Karya Multi Reksa will reduce the number of  
73 employees in accordance with the contract that was agreed and signed at the beginning  
74 (Anvari, 2023).

75 There are various reasons for termination of employment between Karya Multi Reksa and  
76 employees at Karya Multi Reksa. Among them are in accordance with the previous parable,  
77 depending on the large or small scale of the project being handled by Karya Multi Reksa.  
78 Another reason could come from employees of Karya Multi Reksa itself, if you feel unsuited  
79 or feel uncomfortable when working under the auspices of Karya Multi Reksa itself, another  
80 reason if the one who terminates the employment relationship is the company because the

81 employee is negligent in carrying out his work which results in a decrease in the employee's  
82 own performance and will result in the company's production results (Salama et al., 2022).

83 Contract employees at Karya Multi Reksa are generally contracted for a maximum of 3 to 6  
84 months. According to an informed source who is an employee of Karya Multi Reksa the  
85 authors interviewed that the company rarely terminates employment with contract  
86 employees because most of the previously recruited employees are employees who are  
87 experienced and well-known in their respective fields. Meanwhile, some employees who  
88 terminate employment or leave their jobs have several reasons including feeling unsuitable  
89 for the job provided, an uncomfortable work environment and contract employees preferring  
90 other job offers. Most of the employees recruited by Karya Multi Reksa are those that are not  
91 undergraduate. The reason is because, the projects received or worked on by Karya Multi  
92 Reksa is physical work, which requires more energy for heavy work. According to Murphy  
93 (2020), many companies do not get certainty about future projects resulting in anxiety which  
94 in the future can result in high levels of stress on employees. In addition, in terms of the  
95 compensation provided, many employees complain of unsatisfactory compensation for their  
96 work, both financially and non-financially.

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

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

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

<b>Month</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
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

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**Source: Karya Multi Reksa, 2022**

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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.

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

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## **2. LITERATURE REVIEW**

### **2.1 Conflicts**

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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:

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- a. At least there are two parties individually or in groups involved in an interaction that is mutually opposite.

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- b. Mutual conflict in achieving goals.

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- c. There are actions that face each other as a result of conflict.

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- d. Due to imbalance.

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

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- a. Human Factors and their behavior

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- Raised by superiors, mainly because of his leadership style.

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- Personnel who maintain the rules rigidly.

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- Arises because of individual personality traits, including egoistic, temperamental, bigoted, and authoritarian attitudes.

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- Passion and ambition.

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- Various kinds of personalities.

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Conflict arises because there are enormous differences between each person's personalities, which can even lead to interpersonal feuds (Todorova et al., 2021). Cases

141 often arise where people who have high power and achievement tend not to really like to  
142 cooperate with other people, because they consider personal achievement more important,  
143 so this certainly affects other parties in the organization.

144 b. Organizational Factors

145 • Competition in using resources. If resources, whether in the form of money,  
146 materials or other means, are limited or limited, then competition may arise in  
147 their use. This is the potential for conflict between units/departments within an  
148 organization.

149 • Differences in goals between organizational units. Each unit in the organization  
150 has a specialization in its function, task, and field. These differences often lead  
151 to conflicts of interest between the units. For example, a sales unit wants a  
152 relatively low price with the aim of attracting more consumers, while a  
153 production unit wants a high price with the aim of advancing the company.

154 • Task interdependence. Conflict occurs because of the interdependence  
155 between one group and another. One group cannot work because it is waiting  
156 for the work of other groups.

157 • Differences in values and perceptions. A certain group has a negative  
158 perception, because they feel they are being treated unfairly. Relatively young  
159 managers have the perception that they have quite heavy, routine and complex  
160 tasks, while senior managers have light and simple tasks.

161 • Jurisdictional ambiguity. Conflicts occur because the boundaries of the rules are  
162 not clear, that is, there are overlapping responsibilities.

163 • “Status” problem. Conflicts can occur because one unit/department tries to  
164 improve and enhance its status, while another unit/department perceives it as  
165 something that threatens its position in the organization’s hierarchical status.

166 • Communication barriers. Communication as a medium of interaction between  
167 people can easily become the basis for conflict. It can be said that  
168 communication is like a double-edged sword. The absence of communication  
169 can cause conflict, but on the other hand the communication that occurs itself  
170 can be a potential for conflict. For example, information received about the  
171 other party will allow people to identify situations where there are differences in  
172 values and needs. This can start a conflict; in fact, it can be avoided with a little  
173 more communication.

174 In general, work conflicts that occur are divided into two types (Todorova et al., 2021),  
175 namely:

176 a. Substantive conflicts/ conflicts between individuals and groups. This type of conflict  
177 often occurs because it relates to individuals and groups/companies. Each has a  
178 position that is considered correct. An example of this case is the conflict that  
179 occurred between the finance department and the sales department. The sales  
180 department tries to meet the target by trying to sell as many products as possible,  
181 thus production must be large. On the other hand, the finance department is making  
182 cost savings to reduce the cost of certain raw materials that are considered less  
183 important. This conflict can be resolved if each sits together to find a solution.

184 b. Emotional conflicts / conflicts because of the individual himself. Occurs due to  
185 feelings of anger, distrust of other people/environment, unsympathetic towards  
186 someone, fear for reasons that are unclear and rejection of the environment  
187 because it does not match expectations, as well as interpersonal conflict. This  
188 personal conflict is more individual. An example of this case, for example, is an  
189 individual's feeling of displeasure with the leader because according to the individual  
190 the leader always doesn't listen to his aspirations or input, it's also common for  
191 feelings of discomfort to come from home (usually occurs in women).

## 192 **2.2 Turnover Intention**

193 The discussion about turnover is indeed a classic problem, where this must happen to or be  
194 experienced by every organization or company. These classic problems are inseparable  
195 from resignations, moving to other companies, termination or death of employees. In fact,  
196 employee turnover due to employee termination due to employee ineffectiveness is in itself a  
197 positive thing for the company (Winterton, 2004). Conversely, if the employee's discharge is  
198 due to resignation and inappropriate company policies, then this becomes a problem for the  
199 company because it can disrupt the company's operations (Nanda, 2015).

200 The problem of turnover is something that will definitely be faced by an organization or  
201 company. Employee turnover is an important issue for employees and the company. From  
202 the employee's point of view, employee turnover has both positive and negative impacts on  
203 them (Todorova, et al., 2021). The positive impact is that employees can get other jobs that  
204 are more appropriate according to their wishes. The negative impact is the influence of  
205 employee morale on their trust in working in a company. From the company's point of view,  
206 employee turnover can also have positive and negative impacts. The positive impact is that  
207 when a company has employees with poor performance, the company can replace them  
208 with employees with better performance or those with superior competence (Salama, et al.,  
209 2022). While the negative impact is that it will incur high costs such as costs for recruitment,  
210 training, development and placement. The disadvantages lie on two sides, namely the loss  
211 of investment skills possessed by former employees through many processes with a high  
212 total cost and losses in the cost of waiting time for companies to prepare employees to have  
213 skills.

214 According to Özkan (2022), employee turnover is intended so that there is a flow of  
215 employees entering and leaving the organization (company), which is basically an indication  
216 of employee stability. The higher the "turnover" means the higher or more frequent there is a  
217 turnover (exit/in) of employees, which means the greater the loss to the organization  
218 (company) concerned. This is partly due to these things:

219 a) The emergence of new costs for the withdrawal of new employees.

220 b) The emergence of additional costs for the withdrawal of new employees.

221 c) The need for adjustment time for employees.

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

228 Explains the turnover model in which there are several stages that may be passed before  
229 someone decides to leave an organization or agency. It can be seen that the first stage in  
230 the turnover process begins when employees evaluate their current jobs, then they realize  
231 whether they are satisfied or dissatisfied with their jobs. Starting from a decrease in the level  
232 of satisfaction, then in the second and third stages, it will affect a decrease in motivation  
233 which is characterized by, among others: stress, physical illness, lazy work, low quality, lack  
234 of personal communication, indifference with work assignments. In the end, they will decide  
235 to think and intend to leave to find a new job. In the fourth stage employees compare  
236 alternative jobs with their current job and make a decision to stay or leave and the fifth stage  
237 is the action to stay or leave the organization.

238 According to Wynen et al. (2019), the impact of turnover on the organization include:  
239 Employee withdrawal costs, regarding time and facilities for interviews in the selection  
240 process, withdrawal and studying turnover; increased training costs, involving supervisor  
241 time, personnel department and trained employees. What is spent on employees is less than  
242 what the new employees produce, the accident rate of new employees, usually tends to be  
243 high, and there is production lost during the employee turnover period (Haeruddin et al.,  
244 2022; McCarter et al., 2022). Production equipment that cannot be fully used; need to do  
245 overtime work, otherwise production delays will occur. High turnover in the organization  
246 indicates the need to improve working conditions and ways of coaching (Mustafa et al.,  
247 2018; Natsir et al., 2021)

248 Several steps can be carried out by organizations in order to control the turnover rate, which  
249 are, firstly, by offering competitive financial and non-financial improvements (Jung, 2010;  
250 Terborg & Lee, 1984). Factors increasing income can reduce and control turnover. Actually,  
251 employee job satisfaction is not absolutely influenced by salary or income alone. But the  
252 income factor is a classic reason that affects employee turnover, especially for young  
253 employees. Besides the financial factor, there is the main thing, namely non-financial. This  
254 non-financial can be in the form of rewards for employee performance results in the form of  
255 rewards and performance recognition that are structured both within the company or  
256 organization (McCarter et al., 2022). Secondly, is by giving transparent career development  
257 opportunities (Crawshaw et al., 2012; Meng-Lewis et al., 2022). Career development  
258 opportunities have a positive effect on employee performance, and it is a need that must be  
259 continuously grown in a person's workforce, so as to be able to encourage their performance  
260 abilities (Chughtai & Buckley, 2011; Niati et al., 2021). The clarity of this career development  
261 will make employees feel cared for by the organization where they work so as to make them  
262 feel comfortable and in particular can reduce and be able to control turnover (McCarter et al.,  
263 2022; Natsir et al., 2021).

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

277 will feel that their rights to express opinions are protected so that the desire to leave will be  
278 minimal.

## 279 2. METHODS

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281 The correlational research was employed in this study in order to explain the relationship  
282 among researched variables. The population of this research is the employees at Karya  
283 Multi Reksa are around 100 employees. The sampling technique used is the simple random  
284 sampling technique. By using the Slovin Formula, so the sample used was 51 employees.  
285 The data collection technique used in this study was a questionnaire. Questionnaires were  
286 distributed directly, whereas data analysis in this study used simple regression analysis by  
287 employing the SPSS application.

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## 289 3. RESULTS AND DISCUSSION

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291 In order to know whether if the Karya Multi Reksa has decreased the level of employee job  
292 satisfaction, it can be seen by data on employee turnover intention or the turnover rate of  
293 employees at Karya Multi Reksa from 2020 to 2022 as follows:

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

Month	Number of Initial Employees	Employee In	Employee Out	Number of Final Employees
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

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*Processed data, 2022*

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**Table 3. Employee Turnover Data of 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*

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**Table 4. Employee Turnover Data of 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
Total	773	138	161	750

*Processed data, 2022*

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

321  
 322  
 323 Turnover year 2020 =  $\frac{(106-105)}{\frac{1}{2}(617+675)} \times 100\% = 0,15\%$   
 324  
 325  
 326  
 327 Turnover year 2021 =  $\frac{(161-138)}{\frac{1}{2}(773+750)} \times 100\% = 3,02\%$   
 328  
 329  
 330  
 331 Turnover year 2022 =  $\frac{(202-178)}{\frac{1}{2}(582+558)} \times 100\% = 4,21\%$   
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337 The linearity test aims to determine whether the two variables have a significant linear  
 338 relationship or not. In this study it is used to test how the Individual Conflict variable affects  
 339 Turnover Intention. Following are the results of the linearity test using SPSS  
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**Table 5. Linearity Test Results**

Linearity Test	
	<b>Sig.</b>
<i>Deviation from Linearity</i>	0.342
<i>Processed data, 2022</i>	

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345 Based on the table above, the value of Deviation from linearity Sig. is 0.342 which is greater  
 346 than 0.05. So, it can be concluded that there is a significant linear relationship between  
 347 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

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*Processed data, 2022*

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

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

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357 The meaning of the equation is:

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

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

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367 **Table 7. Hypothesis testing**

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

368 *Processed data, 2022*

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370 Testing the effect of independent variables or individual conflicts on the dependent variable  
371 or turnover intention is carried out by statistical t tests. The data in the table shows that  $t_{count}$   
372 = 6,878 with a significance level ( $\alpha$ ) = 5% or 0.05, so the degrees of freedom (db) or degree  
373 of freedom (df) can be calculated with  $df = n-2 = (51-2) = 49$  and from these results a  $t_{table}$   
374 value of 1,676 was obtained. These results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  value  
375 of 6,878 is greater than the  $t_{table}$  of 1,676, H0 is accepted and H1 is rejected, meaning that  
376 the individual conflict variable has a significant effect on the turnover intention variable.

#### 377 378 **4. DISCUSSION**

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

387 Why it is important to mention such work stress? Because work stress is a disruptive or  
388 detrimental emotional and physical response that occurs when task demands do not match  
389 the abilities, resources, or desires of workers. Work stress can trigger the emergence of  
390 health problems in workers such as psychological disorders which result in decreased labor  
391 productivity, absenteeism, and leaving the job itself. In research conducted by Natsir et al.  
392 (2021), it can be concluded that age, years of service, interpersonal relationships, and  
393 individual roles in the organization are factors related to work stress.

394 The involvement of men and women in the world of work and in the household can cause  
395 serious problems, namely work and household conflicts that encourage voluntary employee  
396 turnover. Unfortunately, most research is conducted against an individualistic cultural  
397 background. Research conducted by El Refae et al. (2021), aims to analyze the impact of  
398 demographic variables (gender, age, marital status and domestic support) on work and  
399 household conflicts, and desire to leave an organization or company. The results of his

400 research show that marital status has a significant effect on two types of conflict: work-to-  
401 household conflict and household-to-work conflict. Marital status has no significant effect on  
402 employee intention to leave. Age has a significant effect, but in the opposite direction from  
403 the hypothesis, on employee intention to leave.

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

412  
413 Turnover intention is a feeling that arises from an individual, namely the intention to  
414 voluntarily leave work according to their own choice. Gender influences the individual's  
415 decision to choose a job. Human Resources is the most important asset in an organization  
416 that affects the efficiency and effectiveness of the company. So that the company is  
417 expected to be able to manage human resources as well as possible so that turnover does  
418 not occur. Research conducted by De Silva and De Silva Lokuwaduge (2021) shows that  
419 group cohesiveness or the degree to which group members interact with each other and are  
420 motivated to feel in the group negatively affects turnover intention, although not significantly.  
421 Personality job fit or suitability between the personality possessed by employees and the  
422 work they do positively affects turnover intention although it is not significant. Job satisfaction  
423 negatively affects turnover intention although it is not significant. Age, gender, marital status,  
424 education, and years of service negatively affect turnover intention and are significant.  
425 However, if viewed per dimension, it is found that the conscientiousness, pay, and promotion  
426 dimensions have a significant effect on turnover intention.

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

433  
434 Based on the results of research conducted by Natsir et al. (2021), it is known that most of  
435 the respondents were over 34.2 years old, namely 60% of all research respondents, with the  
436 youngest respondent being 28 years old while the oldest respondent was 41 years old and  
437 the average -the average age of the respondents was 34.2 years. Age is a factor that can  
438 affect the occurrence of work stress. Workers with an older age will have experience that  
439 workers with a relatively younger age do not have.

440 In the study of Muharni and Wardhani (2020), the age group of nurses at Santa Elisabeth  
441 Lubuk Baja Hospital Batam between 25 years and 30 years is the largest age group, namely  
442 40 nurses. The age group of nurses is a productive age group. Productive age according to  
443 the Ministry of Health of the Republic of Indonesia (2013) that the age of 26-35 years is early  
444 adulthood which is the determining stage for someone according to career. This shows the  
445 compatibility between individuals with jobs and organizations. In the study it was concluded  
446 that the turnover intention rate at Santa Elisabeth Hospital was still high. Nurse job  
447 satisfaction, even though statistically it does not affect the occurrence of turnover intention,  
448 is still the most important factor influencing the occurrence of nurse turnover intention at  
449 Santa Elisabeth Hospital Lubuk Baja Batam in 2019, namely work stress.

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

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

481  
482 The results of the analysis of the effect of individual conflict on Turnover Intention obtained a  
483  $t_{table}$  value of 1,676. These results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  is 6,878 greater  
484 than the  $t_{table}$  1,676,  $H_0$  is rejected and  $H_1$  is accepted, meaning that there is a significant  
485 influence between individual conflicts on turnover intention. This result means that individual  
486 conflict has a positive and significant effect on turnover intention if the company provides  
487 work that is excessive and not in accordance with employee abilities, then turnover intention  
488 will increase.

489 To determine the effect of individual conflict on turnover intention at Karya Multi Reksa, the  
490 results of calculating a simple linear regression analysis between individual conflict (X) on  
491 turnover intention (Y), then a regression coefficient of 0.884 is obtained, which means that, if  
492 the structure adds 1% each individual conflict, then turnover intention will increase of 0.884.  
493 Based on the coefficient of determination, the result is 0.491 or 49.1%. That is, the  
494 independent variable (X), namely individual conflict, contributes 49.1% to the dependent  
495 variable (Y), namely turnover intention. The remaining 50.9% is influenced by other factors.

## 496 5. CONCLUSIONS

497  
498 Based on the results of research on the effect of individual conflict on turnover intention at  
499 Karya Multi Reksa, the following conclusions can be drawn as follows: Based on the results

500 of simple linear regression analysis individual conflict (X) has a positive and significant effect  
501 on turnover intention (Y) where a regression coefficient value of 0.884 is obtained, which  
502 means that if the structure adds 1% individual conflict each time, turnover intention will  
503 increase of 0.884. Based on the results of hypothesis testing, the t-test that has been carried  
504 out shows that  $t_{count} \leq t_{table}$ , from these results a  $t_{table}$  value of 1,676 is obtained. These  
505 results indicate that  $t_{count} > t_{table}$ . Because the  $t_{count}$  value of 6,878 is greater than the  $t_{table}$  of  
506 1,676,  $H_0$  is rejected and  $H_1$  is accepted, meaning that individual conflict has a significant  
507 effect on turnover intention. According to the results of the correlation coefficient test, a value  
508 of 0.701 is obtained which in the interpretation table of the correlation coefficient value, this  
509 value is between (0.60 - 0.799), indicating that there is a strong correlation between  
510 individual conflict variables and turnover intention. Based on the SPSS output it appears that  
511 from the calculation results the coefficient of determination ( $R^2$ ) is 0.491 or 49.1%. That is,  
512 the independent variable (X), namely individual conflict, contributes 49.1% to the dependent  
513 variable (Y), namely turnover intention. The remaining 50.9% is influenced by other factors.  
514 The results of the calculations in this study are individual conflicts that partially have a  
515 positive and significant effect on employee turnover intention at Karya Multi Reksa. These  
516 results are reinforced by research conducted by Nanda (2015) in which the work-family  
517 conflict variable has a positive and significant effect on employee turnover intention at the  
518 Pizza Hut Mall Bali Galeria Restaurant. Positive influence means that the greater the  
519 employee's work-family conflict, the greater the intention to quit their job. Other research that  
520 can strengthen the research results is research conducted by Fristiyanti (2016) whose  
521 results show that the effect of organizational commitment on turnover intention is significant,  
522 namely ( $R^2$ ) 0.285. The meaning of this coefficient is that the relative contribution made by  
523 Organizational Commitment to Turnover Intention is 28.5% s. It can be said that if the  
524 commitment is high, the turnover intention is low, and vice versa, if the commitment is low,  
525 the turnover intention will be high. This happens because a person's desire to leave the  
526 organization is caused by a person's sense of loyalty and involvement in the company and  
527 how the company maintains the commitment of its employees. It can be concluded from both  
528 studies that individual conflicts such as work-family conflict and organizational commitment  
529 have a positive and significant effect on turnover intention.

530

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535

536

537

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538

539

540

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