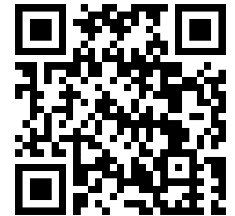


The Mediating Role of Perceived Behavior Control in Work-Family Conflict and Work-Engagement on Employee Turnover Intention in PT Pradnya Bhakti Indonesia (Bali Branch)



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ABSTRACT: This research is motivated by the importance of understanding the factors influencing employee turnover intention at PT Pradnya Bhakti Indonesia. High employee turnover in the retail sector is a public issue that can threaten company growth and competition. This research aims to analyze the mediating role of perceived behavior control on the influence of work-family conflict and work engagement on employee turnover intention at PT Pradnya Bhakti Indonesia (Bali Branch). The research method used is quantitative with a cross-sectional design. The population and sample in this research were all employees of PT Pradnya Bhakti Indonesia (Bali Branch), totaling 100 people. Data was collected through interviews and questionnaire surveys filled out by all employees of PT Pradnya Bhakti Indonesia and analyzed using Structural Equation Modeling (SEM).

The results of the analysis show that work-family conflict and work engagement have a positive and significant effect on the turnover intention of PT Pradnya Bhakti Indonesia employees, work-family conflict and work-engagement have a positive and significant impact on the perceived behavior control of PT Pradnya Bhakti Indonesia employees, perceived behavior control has a positive and significant effect on employee turnover intention at PT Pradnya Bhakti Indonesia. Perceived behavior control can mediate work-family conflict and work engagement on employee turnover intention at PT Pradnya Bhakti Indonesia.

KEYWORDS: Perceived Behavior Control, Work-family Conflict, Work-engagement and Turnover Intention

I. INTRODUCTION

Human resources (HR) are important assets for a company's progress because they play a role in planning, managing, and evaluating organizational performance (Darmawan et al., 2024). Competition to obtain quality human resources is increasingly fierce, causing turnover intention to become a common problem. Turnover intention, an employee's desire to change jobs, can be detrimental to the company both financially and non-financially (Airlangga, 2021; Lewaherilla et al., 2021). The problem of turnover intention in Bali at the retail company PT Pradnya Bhakti Indonesia (Pradnya Mart), which operates in the office stationery supply sector, shows figures above the normal limit, reaching 10% or more annually. Pradnya Mart's employee turnover data for the last 4 years can be seen in the following table.

Table 1.1 PT Pradnya Bhakti Indonesia (Bali Branch) Employee Turnover Year 2020 – 2023

Year	Number of Employees Beginning of Year	Employee Sign In	Employee Outgoing	The beginning of the year	Turnover Rate
2020	125	3	11	117	9,09%
2021	117	5	13	109	11,50%
2022	109	7	16	100	15,31%
2023	100	10	10	100	6,67%

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Based on the table above, the Pradnya Mart employee turnover rate in 2020, the percentage of employees leaving was 9.09%, in 2021 it was 11.50%, in 2022 the percentage of employees leaving was 15.31%, then in 2023 the percentage of employee leaving was 6.67%. One of the factors that influences turnover intention is conflict occurs due to dual roles in work and family (Tanuwijaya et al., 2023). Employees with this conflict tend to experience fatigue and stress, which increases turnover intention (Satrya, 2020). However, several studies show the opposite results, where family conflict does not influence job turnover intentions (Ratnaningrum et al., 2023).

Another factor that influences turnover intention is employee attachment to their work. Employees with low work engagement tend to be less enthusiastic and less productive, which can increase turnover intention (Lewaherilla et al., 2021; Parengkuan, 2020). However, several studies show that work engagement has no effect on turnover intention (Djuita and Dwarawati, 2024).

This research uses the Theory of Planned Behavior to understand turnover intention through perceived behavior control (PBC), namely individual beliefs about their ability to control their behavior. PBC can influence turnover intention depending on individual behavioral control (Aalang et al., 2023; Rumawas, 2023). Based on this research, researchers are interested in exploring the mediating role of perceived behavior control on the influence of work-family conflict and work engagement on turnover intention at PT Pradnya Bhakti Indonesia (Bali Branch).

II. RESEARCH METHODOLOGY

This research is quantitative with a causal associative approach to proving causal relationships or relationships that influence and are influenced by the variables studied. The population in this study was all employees who worked at PT Pradnya Bhakti Indonesia, totaling 100 people. The sampling technique in this study was saturated. Data collection techniques include interviews, documentation, and distribution of questionnaires. The analytical method used in this research is SEM (Structural Equation Modeling) analysis which is component or variance-based, namely PLS (Partial Least Square).

III. HASIL DAN DISKUSI II. RESULTS AND DISCUSSION

A. Research Instrument Test Results

Validity Test: The rule of thumb usually used to assess convergent validity is that a factor loading value greater than 0.5 to 0.6 is considered sufficient as a criterion for meeting convergent validity, as well as an average variant extracted (AVE) value > 0.5. The results of the outer loading evaluation can be depicted in Figure 1.

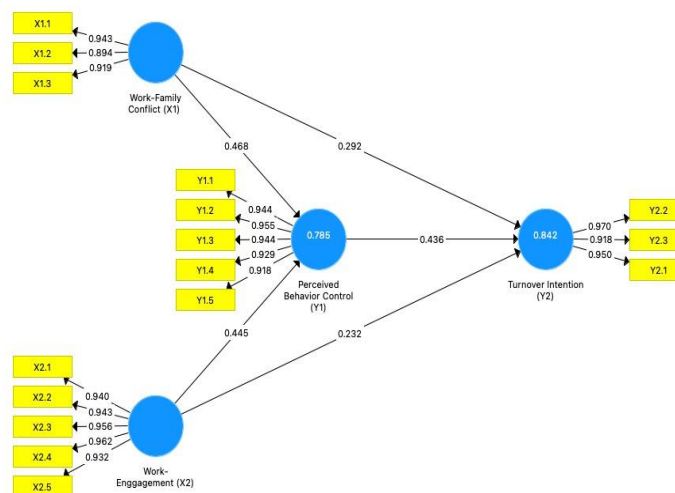


Figure 3.1 Validity Test

Based on Figure 3.1 above, the analysis results show that turnover intention, perceived behavior control, work-family conflict, and work engagement are first-order constructs with reflective indicators. All indicators have an outer loading value > 0.6, so all indicators are declared to meet the concurrent validity requirements.

Reliability Test: Fornell and Larcker (1981) present a method of proving discriminant validity for two or more factors/constructs, namely the \sqrt{AVE} value of each construct compared to the variance value with other constructs, if the \sqrt{AVE} construct is greater than the joint variance with the construct otherwise, discriminant validity can be supported. The results of the AVE-based discriminant validity test and correlation (Fornel-Larcker Criterion) are presented in the table below.

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Table 3.1 Results of Discriminant Validity Test based on AVE and Correlation

Variable	X1	X2	Y1	Y2
<i>Work-Family Conflict (X₁)</i>	0,919			
<i>Work- Engagement (X₂)</i>	0,887	0,947		
<i>Perceived Behavior Control (Y₁)</i>	0,859	0,864	0,938	
<i>Turnover Intention (Y₂)</i>	0,861	0,872	0,884	0,946

Based on table 3.1, shows that all constructs have an AVE value greater than the cross-correlation using a diagonal assessment, so it can be stated that the research is supported by valid research constructs. The AVE value recommended is greater than 0.50. If the $\sqrt{\text{AVE}}$ of each variable is greater than the correlation coefficient between the variables in the model, then the indicator variable has good discriminant validity.

Composite Reliability Test: it can be said to be reliable if the composite reliability and Cronbach's alpha have a value greater than 0.70. The results of the analysis tests are presented in Table 3.2.

Table 3.2 Composite Reliability and Cronbach's Alpha Test Results

Variable	<i>Cronbach's Alpha</i>	<i>Composite Reliability</i>	Information
<i>Work-Family Conflict (X₁)</i>	0,907	0,942	<i>Reliable</i>
<i>Work- Engagement (X₂)</i>	0,971	0,977	<i>Reliable</i>
<i>Perceived Behavior Control (Y₁)</i>	0,966	0,973	<i>Reliable</i>
<i>Turnover Intention (Y₂)</i>	0,941	0,962	<i>Reliable</i>

Based on table 3.2, shows that the results of the composite reliability and Cronbach's alpha analysis for each research variable are above 0.70. Han, they meet the reliability requirements based on Cronbach's alpha and composite reliability criteria.

B. Model Fit

Structural model evaluation (structural model/inner model) is a measurement to evaluate the level of accuracy of the model in the research as a whole, which is formed through several variables along with their indicators. Evaluation of this structural model will be carried out by looking at the R- square (R²) value. The test results are presented in Table 3.3.

Table 3.3 R-square Test Results (R²)

Variable	<i>R Square</i>	<i>R Square Adjusted</i>
<i>Perceived Behavior Control (Y₁)</i>	0,785	0,781
<i>Turnover Intention (Y₂)</i>	0,842	0,837

Based on Table 3.3, the test results show that the R-Square (R²) value for the variable perceived behavior control (Y₁) is 0.785, and turnover intention (Y₂) is 0.842. The R² value of the perceived behavior control variable (Y₁) is 0.785, meaning that the perceived behavior control variable (Y₁) is 78.5% influenced by work-family conflict (X₁) and work-engagement (X₂), the remaining 21.5% is influenced by factors other. The R² value of turnover intention (Y₂) is 0.842, meaning that the turnover intention variable (Y₂) is 84.2% influenced by the variables work-family conflict (X₁), work engagement (X₂), perceived behavior control (Y₁) the remaining 15.8% influenced by other factors. Referring to the established criteria, the R² value is classified as a "good" influence.

C. Hypothesis Testing

Hypothesis testing is carried out using t-statistics. If the t-statistics value is \geq the t-table value (1.96), H₀ is rejected, and the research hypothesis H₁ is accepted (Hair, et al., 2019:249). The basis used in testing the theory is the value contained in the output path coefficients presented in the table below.

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Table 3.4 Hypothesis Test Results

Construct	Original Sample (O)	T Statistics (O/STDEV)	P Values	Information
Direct Influence				
<i>Work-Family Conflict > Turnover Intention</i>	0,292	2,428	0,016	Accepted
<i>Work- Enggagement > Turnover Intention</i>	0,232	2,008	0,045	Accepted
<i>Work-Family Conflict > Perceived Behavior Control</i>	0,468	5,964	0,000	Accepted
<i>Work- Enggagement -> Perceived Behavior Control</i>	0,445	5,589	0,000	Accepted
<i>Perceived Behavior Control > Turnover Intention</i>	0,436	4,055	0,000	Accepted
Indirect Influence				
<i>Work-Family Conflict > Perceived Behavior Control > Turnover Intention</i>	0,204	3,231	0,001	Accepted
<i>Work- Enggagement > Perceived Behavior Control > Turnover Intention</i>	0,194	3,238	0,001	Accepted

Direct Influence

The results of the path coefficient test between work-family conflict and turnover intention show a coefficient value of 0,292 with a t-statistic value of 2,428 and are significant at $\alpha = 0,016$ the t-statistic value is above the critical value of 1,96, thus workfamily conflict has a positive effect and significant impact on employee turnover intention of PT Pradnya Bhakti Indonesia.

The results of the path coefficient test between work engagement and turnover intention show a coefficient value of 0,232 with a t-statistic value of 2,008 and is significant at $\alpha = 0,045$ The t-statistic value is above the critical value of 1.96, thus work engagement has a positive and significant effect on PT Pradnya Bhakti Indonesia employee turnover intention.

The results of the path coefficient test between work-family conflict and perceived behavior control show a coefficient value of 0.468 with a t-statistic value of 5.964 and is significant at $\alpha = 0,000$ the t-statistic value is above the critical value of 1,96, thus work-family conflict has a positive effect and significant to the perceived behavior control of PT Pradnya Bhakti Indonesia employees.

The results of the path coefficient test between work engagement and perceived behavior control show a coefficient value of 0,445 with a t-statistic value of 5,589 and is significant at $\alpha = 0,000$ the t-statistic value is above the critical value of 1.96, thus shows that work engagement has a positive and significant effect on the perceived behavior control of PT Pradnya Bhakti Indonesia employees.

The results of the path coefficient test between perceived behavior control and turnover intention show a coefficient value of 0,436 with a t-statistic value of 4,055 and are significant at $\alpha = 0,000$ the t-statistic value is above the critical value of 1.96, thus perceived behavior control has a positive and significant effect on employee turnover intention at PT Pradnya Bhakti Indonesia.

Indirect Influence

The results of the path coefficient test between work-family conflict and turnover intention through perceived behavior control show that there is a positive influence with a coefficient value of 0,204 with a t-statistic value of 3,231 with a t-statistic value of $\alpha = 0,001 < 0,05$ the t-statistic value is above the critical value of 1 .96, which shows that perceived behavior control can mediate the influence of work-family conflict on turnover intention of PT Pradnya Bhakti Indonesia employees.

The results of the path coefficients test between work engagement and turnover intention through perceived behavior control show a positive influence with a coefficient value of 0,194 with a t-statistic value of 3,238 and a significance of $\alpha = 0,001 < 0,05$ the t-statistic value is above the critical value of 1, 96, which shows that perceived behavior control can mediate to the influence of work-engagement on employee turnover intention at PT Pradnya Bhakti Indonesia.

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D. Discussion

Based on the results of the SEM PLS-based hypothesis test carried out, the results obtained were that all independent variables, namely work-family conflict and work engagement, had a positive and significant effect on employee turnover intention at PT Pradnya Bhakti Indonesia. Further analysis of the test results carried out is as follows:

The Influence of Work-Family Conflict on PT Pradnya Bhakti Indonesia Employee Turnover Intention

The research results show that work-family conflict has a positive and significant effect on the turnover intention of PT Pradnya Bhakti Indonesia employees. This means that if work-family conflict increases, it tends to be followed by an increase in employee turnover intention.

Concerning the theory of planned behaviors, intention is one of the main predictors of actual behavior. When employees experience conflict between work and family, it tends to result in an imbalance of work and family responsibilities. This imbalance can reduce job satisfaction and stress, which ultimately increases the intention of PT Pradnya Bhakti Indonesia employees to look for new jobs that offer more balanced or less stressful conditions. It is important for the management of PT Pradnya Bhakti Indonesia should consider work-family conflict management strategies to reduce turnover intention and retain valuable employees.

The results of this research are supported by Setiawan (2021) stating that work-family conflict has a positive and significant relationship to employee turnover intention, in line with research conducted by Ramadhoani (2020), Elian et al., (2020), Putra and Suwandana (2020) and Satrya, et al., (2020). Individuals who experience high levels of family conflict tend to have a stronger desire to seek new job opportunities that offer a better balance between work and family life (Ramadhoani, 2020).

The Influence of Work-Engagement on PT Pradnya Bhakti Indonesia Employee Turnover Intention

The research results show that work engagement has a positive and significant effect on the turnover intention of PT Pradnya Bhakti Indonesia employees. This means that increased work engagement tends to be followed by an increase in employee turnover intention.

Employees increasingly involved in their work will feel a greater workload without commensurate rewards, either in the form of career development opportunities or financial compensation. In the Theory of Planned Behavior, the intention to behave in this case, Turnover Intention is influenced by three factors. Work engagement high rates without adequate rewards (negative attitudes), a company culture that does not support career development (negative subjective norms), and the belief that they can find a better job (positive perceived behavior control) all contribute to an employee's increased intention to leave their job.

The results of this research are supported by Zhu, et al., (2023) stating that work engagement has a positive and significant effect on turnover intention, where the more work engagement increases without rewards and development, the more employee turnover intention will increase. Research conducted by Parengkuan (2020) and Tanuwijaya et al., (2022) states that work- engagement has a positive and significant effect on turnover intention, meaning that high work involvement of employees without adequate compensation will increase employee turnover intention.

The Influence of Work-Family Conflict on Perceived Behavior Control of PT Pradnya Bhakti Indonesia Employees

The research results show that work-family conflict has a positive and significant effect on the perceived behavior control of PT Pradnya Bhakti Indonesia employees. This means that an increase in work-family conflict tends to be followed by an increase in employees' perceived behavior control.

PT Pradnya Bhakti Indonesia employees who often experience time conflicts between work and family responsibilities feel more pressure to balance these two aspects. In the theory of planned behavior, perceived behavior control reflects a person's belief in their ability to act, meaning that when employees experience high-time conflicts, they will feel more aware of the challenges they face in managing their work and family responsibilities. This awareness can increase their perception of the control they have over the situation, as they must more actively seek solutions and strategies to resolve the conflict.

The results of this research are supported by Brown and Lee (2019) stating that work-family conflict has a positive and significant effect on perceived behavioral control in line with research conducted by Adams and Wong (2020), Madyaratri and Izzati (2021) stating that the more individuals can control and experiencing many supporting factors from the family, the greater the individual's behavioral control over their organization.

The Influence of Work-Engagement on Perceived Behavior Control of PT Pradnya Bhakti Indonesia Employees

The research results show that work engagement has a positive and significant effect on the perceived behavior control of PT Pradnya Bhakti Indonesia employees. This means that increased work engagement tends to be followed by an increase in employees' perceived behavior control.

PT Pradnya Bhakti Indonesia employees who are energetic and motivated to carry out their duties tend to show a higher level of engagement with their work. In the theory of planned behavior, perceived behavior control reflects a person's belief in

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the ability and resources they have to act, meaning that employees who feel involved and have high energy in completing their work responsibilities tend to have a higher perception of control. Hence, they can overcome challenges that arise. they face at work.

The results of this research are supported by Yu Min, et al., (2022), Adams and Wong (2020), and Madyaratri and Izzati (2021) state that there is a positive influence between work engagement on perceived behavior control, meaning that the higher the level of employee work involvement, the greater the feeling of power they feel over their behavior. them in the work environment. In other words, employees who are more involved in their work tend to feel better able to control and manage their actions and responses to situations at work (Rumawas, 2023).

The Influence of Perceived Behavior Control on PT Pradnya Bhakti Indonesia Employee Turnover Intention

The research results show that perceived behavior control has a positive and significant effect on employee turnover intention at PT Pradnya Bhakti Indonesia. This means that an increase in perceived behavior control tends to be followed by an increase in employee turnover intention.

PT Pradnya Bhakti Indonesia employees who feel confident in their skills tend to feel more able to control the challenges and responsibilities of their work. However, this belief can also encourage them to feel more prepared and dare to look for other work opportunities that may offer better conditions or be more in line with the employee's wishes. In the theory of planned behavior, the intention to behave in this case, the turnover intention is influenced by attitudes towards behavior, subjective norms, and perceived behavioral control, meaning that employees who have a high level of Perceived Behavior Control feel more confident in their ability to manage and control aspects of their jobs may in turn influence their decisions to stay or seek new opportunities.

The results of this research are supported by Aalang et al., (2023) stating that perceived behavior control has a positive and significant effect on turnover intention, in line with research conducted by Rumawas (2023), meaning that the more positive the employee's attitude towards changing workplace behavior. (turnover), the stronger the employee's intention to turnover (Aalang et al., 2023).

The Role of Perceived Behavior Control in Mediating the Effect of Work-Family Conflict on Turnover Intention Employees of PT Pradnya Bhakti Indonesia

The research results show that perceived behavior control has a mediating role in the influence of work-family conflict on employee turnover intention at PT Pradnya Bhakti Indonesia. This means that perceived behavior control can increase the impact of work-family conflict on employee turnover intention.

PT Pradnya Bhakti Indonesia employees who can control their work and family situations will be less affected by conflicts that occur in their work and family environments so their intention to change jobs is very minimal. On the other hand, when the perceived behavior control of PT Pradnya Bhakti Indonesia employees is low, work conflict -family has a greater impact on employee turnover intention.

The results of this research are supported by Adams and Wong (2020) stating that perceived behavior control can mediate the influence of work-family conflict on employee turnover intention, in line with research conducted by Smith and Johnson (2018), and Yucel et al., (2021). This means that perceived behavior control can strengthen the influence of family conflict on employee turnover intention.

The Role of Perceived Behavior Control in Mediating the Influence of Work-Engagement on PT Pradnya Bhakti Indonesia Employee Turnover Intention.

The research results show that perceived behavior control has a mediating role in the influence of work engagement on employee turnover intention at PT Pradnya Bhakti Indonesia. This means that perceived behavior control can increase the impact of work- engagement on employee turnover intention.

PT Pradnya Bhakti Indonesia employees who have a high level of work engagement, characterized by feeling energetic and motivated at work, will still have a high intention to leave work if they think they do not have sufficient control over their work environment. When employees have high Perceived Behavior Control, they will be better able to manage high job demands and the challenges associated with intense work involvement.

The results of this research are supported by Brown and Lee (2019) who stated that perceived behavior control can mediate the relationship between work engagement and turnover intention in line with research conducted by Smith and Johnson (2018), and Adams and Wong (2021). This means employees who have high behavioral control are involved himself to complete his work responsibilities so that he has a high workload without being balanced with adequate rewards, the turnover intention level will be high.

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IV. CONCLUSION

Based on the findings and results of research conducted at PT Pradnya Bhakti Indonesia (Bali Branch), you can conclude as follows:

Work-family conflict, work-engagement have a positive and significant effect on the turnover intention of PT Pradnya employees Indonesian Bhakti.

Work-family conflict and engagement have a positive and significant effect on the perceived behavior control of PT employees Pradnya Bhakti Indonesia.

Perceived behavior control has a positive and significant effect on the turnover intention of PT Pradnya Bhakti employees in Indonesia.

Perceived behavior control can mediate work-family conflict and work engagement on turnover intention employees of PT Pradnya Bhakti Indonesia.

RESEARCH LIMITATIONS

This research has limitations that need to be acknowledged as follows:

This study used a cross-sectional design and only tested the mediating role of perceived behavior control on The influence of work-family conflict and work engagement on turnover intention with a sample of 100 respondents.

The data in this study was collected through a self-report questionnaire, which relies on respondents' perceptions and memories. This can lead to respondent bias, such as social desirability bias or memory bias, which can affect the accuracy of the data collected. Researchers realize that there are still many aspects that can be improved in this research, and they hope that these findings can become the basis for future research to explore this topic further with a more comprehensive approach.

CONFESSION

Researchers would like to thank all parties who have contributed to this research. The researcher would like to thank the management and employees of PT Pradnya Bhakti Indonesia (Bali Branch) for their participation and support during the data collection process. The researcher also thanks the lecturers and supervisors who have provided invaluable input and direction in completing this research. Not to forget, the researcher would like to thank family and friends who have offered moral support and motivation.

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