

## The Effect of Flexible Working Arrangements with Inter-Role Conflict on Voluntary Turnover in the Freight Forwarding Industry

Nurun Ala Salehati<sup>✉</sup>, Rojuaniah

Faculty of Economics and Business, Universitas Esa Unggul, Jakarta, Indonesia

### Info Article

History Article:  
Submitted 6 April 2022  
Revised 3 July 2022  
Accepted 4 July 2022

### Keywords:

Flexible Working Arrangement,  
Work-Home Conflict, Home-  
Work Conflict, On and Off  
Job Embeddedness, Voluntary  
Turnover

### Abstract

Changes in the way of working have begun to occur along with changes in the environment. This study aims to see the direct effect of flexible work arrangements in terms of flexibility of place and time with conflict between roles such as Work-Home and Home-Work Conflict and to see the moderating effect of strong ties to work (on the job embeddedness) and strong ties outside of work off the job embeddedness to voluntary turnover during the pandemic. This research was conducted through the distribution of questionnaires in October to December 2021 to 200 employees of the foreign-owned Transportation Management Services Industry assigned to the administration, finance, marketing and human resources departments operating in Indonesia. Structural Equation Model (SEM) with SmartPLS was used to analyze the data obtained. The results of the study show that flexible working arrangements has almost the same negative effect on Home-Work Conflict and Work-Home Conflict. And both conflicts have a positive effect on Voluntary Turnover with a greater positive influence on Home-Work Conflict and on the moderation of On and Off The Job Embeddedness found only in the moderating effect of Off The Job Embeddedness which moderates the positive influence between Home-Work Conflict and Voluntary Turnover.

## Pengaruh Pengaturan Kerja Fleksibel Dengan Konflik Antar Peran Terhadap Voluntary Turnover Pada Industri Jasa Pengurusan Transportasi

### Abstrak

Perubahan cara bekerja telah mulai terjadi seiring dengan perubahan lingkungan. Penelitian ini bertujuan untuk melihat pengaruh langsung antara pengaturan kerja fleksibel dalam hal fleksibilitas tempat dan waktu dengan konflik antar peran seperti work-home dan home-work conflict serta melihat efek moderasi dari ikatan kuat pada pekerjaan (on the job embeddedness) dan ikatan kuat di luar pekerjaan atau off the job embeddedness terhadap voluntary turnover pada masa pandemi. Penelitian ini dilakukan melalui penyebaran kuesioner di bulan Oktober sampai dengan Desember tahun 2021 terhadap 200 karyawan Industri Jasa Pengurusan Transportasi milik asing yang bertugas di bagian administrasi, keuangan, pemasaran dan sumber daya manusia yang beroperasi di Indonesia. Model Persamaan Struktural (SEM)-PLS digunakan untuk menganalisis data yang didapatkan. Hasil dari penelitian menunjukkan bahwa FWA berpengaruh negatif hampir sama besar terhadap home-work conflict dan work-home conflict. Dan kedua konflik tersebut berpengaruh positif terhadap voluntary turnover dengan pengaruh positif home-work conflict lebih besar serta pada moderasi dari on dan off the job embeddedness ditemukan hanya pada efek moderasi off the job embeddedness yang memoderasi pengaruh positif antara home-work Conflict dan voluntary turnover.

JEL Classification: O15

How to Cite: Salehati, N. A., Rojuaniah, (2022). The Effect of Flexible Working Arrangements with Inter-Role Conflict on Voluntary Turnover In The Freight Forwarding Industry. *Jurnal Dinamika Manajemen*, 13(2), 322-337.

## INTRODUCTION

Changes in all fields began due to the outbreak of the coronavirus (SARS-CoV-2), also known as Corona Virus Disease 2019 (COVID-19) at the end of 2019. Due to the very fast spread, the World Health Organization (WHO) has announced an occurrence of COVID-19 as a global pandemic since March 11, 2020. Adaptations to the way of working have also occurred, such as the implementation of WFH (work from home) which is a global policy in reducing the spread of COVID-19 and also so that economic activities continue to run in order to maintain production to prevent layoffs. and reduce the impact of global economic risks. It's been more than a year and the effects of the pandemic are starting to subside, but this WFH policy is still being enforced and workers are starting to feel the benefits of this WFH and get used to it. A survey conducted globally shows that 73 percent of workers want the WFH option to be continued post-pandemic, 67 percent want time to meet face-to-face with colleagues/hybrids.

This topic was chosen from the existence of a disaster emergency where all organizations that have business processes are required to carry out WFH which is the implementation of Flexible work arrangements in terms of place and time of work. WFH can be a paradigm of flexible working which is one of the strategies to increase organizational progress that can be chosen by workers (Dilmaghani, 2021). WFH also has the potential to have a significant effect on work-home and home-work conflicts as a result of working from home which causes conflict between roles (Chung & van der Lippe, 2020; Darouei & Pluut, 2021; Lemos et al., 2020), therefore it becomes important to dig deeper to identify the conflicts that arise in order to avoid voluntary turnover (Lee & Maurer, 1999; Srimindarti et al., 2017; Ratnawati et al., 2020). Like not having space at home to work comfortably, workers who live with other people and workers often find it difficult to maintain a time limit between working and not working (Williams et al., 2016).

Several research has found that the majority of Americans report some conflict between their work life and personal or family life that can be resolved with good timing so that balance can occur. Darouei & Pluut (2021) stated that, workers who work from home experience less work pressure in terms of time. Other researchers also found that work time imbalances occur because of workers interrupting work activities more to deal with home demands during working hours which results in work-home conflicts (Delanoetje et al., 2019).

Another study by Microsoft (2021) stated that more than 40% of the global workforce is considering leaving the company voluntarily, because after almost a year of WFH they experience a shortage of essential office supplies at home (42%), one in 10 workers do not work. have adequate internet connection to do their job and more than 46% say the organization does not support them with remote working facility.

Research about FWA has been carried out by many previous researchers (Hochschild, 1997; Moen et al., 2011; Heathfield, 2018; Kossek & Lautsch, 2018). However, there are not many studies on FWA that link work-home and home-work conflict variables with being moderated by on-the-job and off-the-job embeddedness when compared to research linking FWA with work-life balance variables (Hill et al., 2001; Crosbie & Moore, 2004; Haar et al., 2014; Brauner et al., 2019; Carnevale & Hatak, 2020; Chung & van der Lippe, 2020; Songsangyos & Iamamporn, 2020) during a pandemic.

Likewise, research on Work-Family Conflict has been widely carried out (Frone et al., 1997; Gerson & Jacobs, 2004; Carr et al., 2008; Lemos et al., 2020; van der Lippe & Lippényi, 2020), however, there are not many studies on FWA that look at which inter-role conflicts affect Voluntary Turnover which is moderated on and off the job embeddedness (Allen et al., 2013; Nakrošienė et al., 2019; Rubenstein et al., 2020)

The McKinsey Global Institute in its research reveals the "forced-trial" effect of the pandemic has prompted many organizations to plan to allow some workers to work outside

the office, at least part-time, due to the disappearance of barriers that prevent flexible work from being carried out such as technology, which used to be an obstacle. before the pandemic. (Lund et al., 2020). This is reinforced by a survey conducted by Gartner (2020) of 81% of workers working in organizations that implement WFH practices, 41% of whom plan to work remotely more frequently. often in the post-pandemic period. The survey also shows a high demand from workers to stay in their job in the same organization if WFH continues its implementation.

From an organizational point of view the advantage of offering WFH is to attract and retain highly skilled workers by matching time and workflow (Bailey & Kurland, 2002; Aboelmaged & Subbaugh, 2012). This new way of working has been well-thought-out as an alternate way of establishing work to give workers more flexibility in terms of working schedule, and to balance work and non-work responsibilities, and minimizing work time (Felstead et al., 2002) and as an attempt by organizations to keep skilled workers from wanting to work. to engage in voluntary turnover (Lund et al., 2020; Rubenstein et al., 2020).

Kelliher & Anderson (2010) predict that the implementation of FWA can be a future solution to increase job satisfaction with organizational commitment that can encourage workers to provide the best performance. Workers who are more flexible to work are expected to continue to achieve optimal output, because workers feel that the organization supports flexible work (Takeuchi et al., 2009; Huffman et al., 2014; Kotey & Sharma, 2019).

Not many studies have tested the implementation of flexible work arrangements associated with Work-home conflict & home-work conflict moderated by on the job embeddedness and off the job embeddedness which have an effect on Voluntary Turnover during a pandemic and also the moderating effect of On The Job Embeddedness and Off The Job Embeddedness, which one has more influence on voluntary turnover.

The purpose of this study is to be able to see the effect of FWA with Work-Home and Home-Work Conflict and to examine the moderating effect of embeddedness (strong bond) on work (on the job) and outside of work (of the job) which is more moderating voluntary turnover and to see which conflicts affect Voluntary Turnover more (Rubenstein & Allen, 2020) during the pandemic. It is hoped that this research can contribute thoughts and considerations for organizations to prepare flexible work arrangements so that they can provide positive managerial implications, especially for the transportation management service industry to carry out flexible work arrangements in order to anticipate conflicts between roles so that the urge to do voluntary turnover is reduced in the post-pandemic.

## Hypothesis Development

### Relationship of Flexible Work Arrangements (FWA) and Work-Home and Home-Work Conflict

Flexibility in working has become a matter of attention to many researchers, practitioners and advocates of public policy as a way for individuals to balance their role at work and at home (Albion, 2004; Bailey & Kurland, 2002; De Menezes & Kelliher, 2011; Shockley & Allen, 2007). This research analyze the relationship between flexible work arrangements and work-at-home and work-at-home conflicts by deconstructing the flexibility constructs of work-at-home and work-at-home conflicts (work-with-community interference versus community-work interference) in terms of flexibility. time and place of work will make a difference in the results to be achieved (Jeffrey H. Greenhaus & Powell, 2003; Byron, 2005; Golden et al., 2006).

Research conducted by Hammer et al. (2005); Hill et al. (2003); Schieman & Young (2010) shoes an increase in work-home conflict due to FWA, workers stated that working from home complicates the balance of work with home roles, the boundaries between the home and work domains become more blurred

(Duxbury & Higgins, 1991; Schieman & Young, 2010). Workers will tend to think about work in organizations that can prevent them from the demands of work at home (Voydanoff, 2005). This opinion is reinforced by Gajendran et al. (2015) who stated that the form of FWA work will blur the time limits of work and homework demands so that it can increase work-home conflicts and home-work conflicts. Mallett et al. (2020) can be a burden for some women who have families and have school-age children.

However, this contradicts the research conducted by Shockley & Allen (2007) that workers with families are helped by the application of FWA to manage both roles, namely work and family roles. Previous research has stated that this way of working is more valued by women than men (Mokhtarian et al., 1998; Sekine et al., 2010; Jones & Seitani, 2019) because flexibility can help women in taking care of the household and children. (Mokhtarian et al., 1998) and they are more motivated to work in this way of flexibility as it given them a chance to plan their work and family time (Jones & Seitani, 2019). On the other hand, the role of men becomes more involved in household affairs, which can lessen the segregation that exists between men and women.

The COVID-19 pandemic, is a time of crisis that forces every individual to work from home, where every activity that is usually done outside the home is replaced with online meetings as a way to stay connected with other individuals and many workers handle the weights of work while also handling childcare and family and other household chores under one roof (Bevan & Mason, 2020; Darouei & Pluut, 2021; Dayaram & Burgess, 2021; Kniffin et al., 2021). Implementation of work from home activities with flexible time arrangements allows for interruptions of work time to do homework. Time flexibility allows workers to better schedule their working hours so that homework guidance can be facilitated, such as washing clothes, teaching children to study or participating in religious-related online activities (Golden et al., 2006; Versey, 2015).

The research above is supported by Allen et al. (2013); Darouei & Pluut (2021) who found that the FWA relationship reduced the possibility of work-home conflict and homework conflict, the hypothesis in this study was obtained as follows:

H1a: Flexible Work Arrangements and Work-Home Conflict have a negative effect.

H1b: Flexible Work Arrangements and Home-Work Conflict have a negative effect.

### **Relationships Work-Home and Home-Work Conflict and Voluntary Turnover**

Work-Home and Home-Work Conflict is defined as an individual's understanding of how work and roles at home exert pressure on each other (Duxbury & Higgins, 1991). Such conflicts have been identified as a source of stress (Bacharach et al., 1991; Frone et al., 1992) that affect organizations in terms of reduced productivity, loss of working hours and ultimately increasing voluntary turnover (Ganster & Schaubroeck, 1991; Rotondo et al., 2003; Armstrong et al., 2007).

Cohen (1997) states that Work-Home and Home-Work Conflict can be a factor that drives workers to quit their jobs due to tasks and stress at work which not only causes a burden at work, but also becomes a problem in living at home and vice versa. In these circumstances, quitting a job can be a way for workers to concentrate on their role at home (Huffman et al., 2014). Other research reveals that workers sometimes find it difficult to forget the work that must be done at the workplace while being at home, resulting in work-family conflict and voluntary turnover due to family demands, such as the demands of a childcare role.

From an organizational perspective, a high level of voluntary turnover can have a negative impact on the company, because they will lose employees who perform well. The company will increase recruitment costs and retraining costs which will certainly be a burden both in terms of cost and time (Long et al., 2012). Companies that are able to survive and compete are companies that are able to utilize reliable human

resources and perform well by providing comfort in work or in a work environment, the longer the working period of the worker, the less likely they are to contribute to voluntary turnover (Loewenberg, 2014).

Darouei & Pluut (2021), in their research found that when employees work from home that day, and there is no time pressure, they will feel a lower level of work-family conflict on that day. In addition, work-family conflict is predicted to increase due to worker fatigue and affect the organization where they work, because organizational support is needed in providing protocols for working from home that aim to protect workers' welfare in order to avoid voluntary turnover (Crossley et al., 2007)

As previously mentioned, Work-Home and Home-Work Conflict have a positive effect on voluntary turnover. It is proven in a study of 199 public accountants (Greenhaus et al., 2001) and 201 workers in assembly and manufacturing plants in the United States (Carr et al., 2008) showing that Work-Home and Home-Work Conflict have a positive direct effect on voluntary turnover. Voluntary turnover intention will increase if the conflict between roles is not clear, and excessive workload continues to increase. (Greenhaus et al., 2001; Carr et al., 2008; Yang et al., 2018; Huffman et al., 2014; Rubenstein et al., 2020). From the results of the literature review, the following hypotheses were built.

H2a: Work-Home Conflict has a positive effect on Voluntary Turnover

H2b: Home-Work Conflict has a positive effect on Voluntary Turnover

### **The Moderating Role of on Job Embeddedness on Work-Home and Home-Work Conflict and Voluntary Turnover**

Excessive demands of one role can interfere and result in work conflicts to home or vice versa from the two domains (Nohe et al., 2015). However, these patterns are often complicated by the moderation of the on-the-job embeddedness variable implied by Rubenstein et al. (2020) which may give rise to other variations in the results. The attachment experienced in

one domain (e.g., work) may have a positive or negative effect on another (e.g., family life) and vice versa (Pleck et al., 1980)

Regarding the effect of inter-role conflict and voluntary turnover, the typical theoretical reason is that the disturbance experienced between the two roles creates an unpleasant state of psychological distress (Carr et al., 2008; Huffman et al., 2014; Yang et al., 2018). With this thinking, resigning from work can be construed as a way to reduce the demands of work roles to concentrate on home roles, therefore eliminating conflict (Huffman et al., 2014).

On-job embeddedness moderated the positive effect between work-home conflict and voluntary turnover, so that the connection was weaker (less positive) because on-job embeddedness increased and stronger (more positive) because on-job embeddedness was reduced. From the results of the literature review, a hypothesis is built, as follows:

H3a: On-the-Job Embeddedness moderates the positive effect between Work-Home Conflict and Voluntary Turnover.

H3b: On-the-Job Embeddedness moderates the positive effect between Home-Work Conflict and Voluntary Turnover.

### **The Moderating Role of off Job Embeddedness on Work-Home and Home-Work Conflict and Voluntary Turnover**

In this study, it will also be investigated whether inter-role conflict will affect voluntary turnover differently according to the ability of employees in each domain, such as research at the level of On and Off the-Job Embeddedness which moderates voluntary turnover more (Mesmer-Magnus & Viswesvaran, 2005; Feldman et al., 2012).

An employee with a significant level of Off Job Embeddedness is better in coping with work and life conflicts and found to be less likely to want to leave the organization (Treuren & Fein, 2021a) because they are more engaged to life outside of work so it allows them to gain social support. As long as there is a conflict between roles, this social support (Off Job Embed-

dedness) enhances the employee's existing ability to overcome the various challenges created by inter-role conflict on his own. Employees who experience work-related stress are able to find a way to cope with their job duties by taking time off from work and participating in activities outside of work. From the results of the literature review, a hypothesis is built, as follows:

H4a: Off-the-Job Embeddedness moderates the positive effect between Work-Home Conflict and Voluntary Turnover.

H4b: Off-the-Job Embeddedness moderates the positive influence between Home-Work Conflict and Voluntary Turnover.

The interaction between work and home can be undesirable, for example, when time spent working leaves too little time for personal life, or it can be positive, for example, when work is completed on time to a happy and satisfied mood. Greater embeddedness in life outside of work can cause employees to face high role conflict and are even more likely to choose voluntarily to quit their jobs (Rubenstein et al., 2020).

Based on the above hypothetical framework, the research model can be described as shown in Figure 1.

### METHOD

In this study, the primary data collection method was carried out using a survey method with questionnaires distributed online to 200 foreign private employees working in the freight

forwarding industry operating in Indonesia. Measurement of the research instrument was carried out using a Likert scale with a scale of 1 – 7 (1 = strongly disagree and 7 = strongly agree). Overall, the research instrument amounted to 45 statements, consisting of 16 statements for the flexible work arrangement variable (FWA) adopted from (Nakrošienė et al., 2019), 10 questions for the work-home conflict variable and the home-work conflict variable adopted from Netemeyer et al. (1996), each 7 statements for the moderating variable on the job embeddedness and off the job embeddedness adopted from Crossley et al., (2007) and 5 statements for the voluntary turnover variable adopted from Crossley et al. (2007) and Wayne et al. (1997).

To test the feasibility of the instrument, a pre-test was conducted on 30 respondents. The pre-test results were processed by factor analysis to test the validity and reliability with SPSS 23. The measurement values of Kaiser-Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA) are used for testing the validity of the questionnaire. The KMO and MSA values are more than 0.5, which means that the factor analysis and sampling adequacy are appropriate. Reliability test are carried out with Cronbach's Alpha measurement. The closer the Cronbach's Alpha value is to 1, the better (Hair et al., 2014).

Based on the results of the validity and reliability testing, it was found that only 13 statements of the flexible work arrangement variable (FWA) were declared valid, the variables

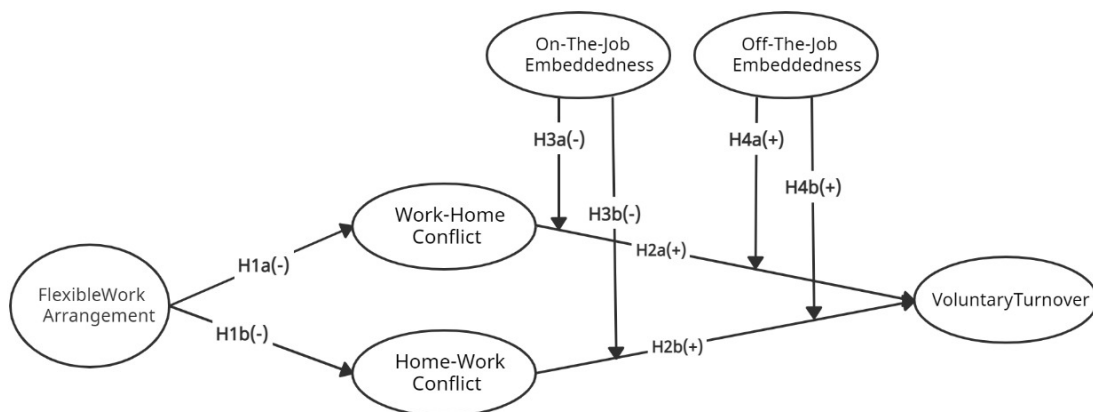


Figure 1. Research Framework

of work-home conflict, home-work conflict, off-the-job embeddedness and voluntary turnover were all declared valid. the moderating variable on the job embeddedness is only 4 statements which are declared valid. Thus, the total number of valid and reliable research instruments is 39 statements that will be used as questionnaires in this study.

### Data Analysis Method

This research is a quantitative research to test and prove the hypothesis and to determine the effect of several variables. The study began by distributing questionnaires via Google Form to workers working in the transportation management service industry operating in Indonesia, data collection was carried out from October to December 2021. The collected data was then analyzed using the Structural Equation Model (SEM) method with SMART-PLS software to analyze multivariate data with several research variables simultaneously.

### Population and Sample

The research population is all private employees of the freight forwarding industry operating in Indonesia, which are foreign investment companies engaged in goods management and delivery services ranging from licensing, transportation, warehouses, import-export processes, customs management services to shipping services. door-to-door goods. For the sample population this study choose employees from the department that are working flexibly such as accounting, human resource, finance and others to provide valuable feedback on the effect of flexible working arrangement with inter role conflict on voluntary turnover.

There are six aspects that become objects in this study, namely flexible work arrangements, work-home conflicts, home-work conflicts, on the job embeddedness, off the job embeddedness and voluntary turnover with a total of 39 research instruments. To determine the number of samples used for research is at least 5 times the number of questions (Hair et al., 2014), so the minimum sample size in this stu-

dy is 195 respondents. The sampling technique was carried out by purposive sampling method which was selected based on criteria that were in accordance with the research objectives.

## RESULT AND DISCUSSION

### Respondent Analysis

The selected respondents are single or married workers with or without dependent children, because this can further clarify in understanding the two variables of the WHC-HWC conflict so that the application of flexible work arrangements in a sustainable manner can also be known. Professions of workers that allow for the implementation of work flexibility, namely where they have the ability to work from home, such as accounting employees, human resources, administration and marketing staff with an age range of 21-55 years and have worked for a minimum of three years in the company the same, in order to better see the desire to move voluntarily.

The object of this research is foreign private employees who work in the transportation management service industry operating in Indonesia. Based on the data obtained, the majority of respondents are female, as many as 108 people (54%) and 92 people (46%). The characteristics of respondents based on age are the largest majority respondents aged 46-50 years, namely 60 people (30%). Based on the latest education level, the majority of respondents are undergraduate graduates (S1) as many as 114 people (57%). In terms of employment as many as 78 people (39%) worked in the company where they worked for 3-5 years, 36 people (18%) worked for 6-10 years, 32 people (16%) had worked for 11-15 years and as many as 54 people (27%) for more than 16 years.

Judging from marital status as many as 146 people (73%) are married of which 120 people (82%) already have children, and as many as 54 people (27%) are not married where as many as 32 people (59%) still live with their parents or family. Detail of respondent demographic can be seen at Table 1.

**Construct Validity and Reliability Test**

Before testing the hypothesis, the measurement model is first tested to determine the validity and construct reliability of each variable. The tests carried out include the analysis of the outer model and the analysis of the inner model.

Outer model analysis is carried out to en-

sure that the measurement used is feasible to be used as a valid and reliable measurement. The outer model analysis is carried out by looking at several indicators, including convergent validity, discriminant validity, composite reliability, Average Variance Extracted (AVE) and Cronbach's alpha.

**Table 1.** Respondent Demographic

Demographic	Classification	Respondent	Percentage(%)
Gender	Male	92	46
	Female	108	54
Total		200	100
Age Group	21 – 26 Years old	38	19
	27 – 31 Years old	22	11
	32 – 36 Years old	22	11
	37 – 40 Years old	16	8
	41 – 45 Years old	60	30
	46 – 50 Years old	20	10
	51 – 55 Years old	22	11
Total		200	100
Education	Elementary School	0	0
	Middle School	0	0
	High School/Vocational	12	6
	Associate Degree	40	20
	Bachelor Degree	114	57
	Master/Doctorate Degree	34	17
Total		200	100
Work Experience	3 – 5 Years	78	39
	6 – 10 Years	36	18
	11 – 15 Years	32	16
	More than 16 Years	54	27
Total		200	100
Marital Status	Single	54	27
	Married	146	73
	Total	200	100
	Living alone	22	41
	Living with family/parents	32	59
	Total	54	100
	Have kid(s)	118	81
	Don't have kids	28	19
Total		146	100



The measurement of convergent validity is done by looking at the loading factor value for each item in the latent variable. The loading factor value is said to be eligible if it is > 0.7. Measurement of validity and reliability is also done by looking at the Average Variance Extracted (AVE) indicator which has a requirement of > 0.5. The next indicator to be analyzed is discriminant validity, discriminant validity observed by the value of the square root of AVE factor which is intended to determine whether the construct has an adequate discriminant, i.e. if the discriminant value on the intended construct is greater than the value of the other constructs. Based on the test results, it is found that all statement items are valid and meet the requirements. The results of the construct validity test of all variables can be seen in Table 1.

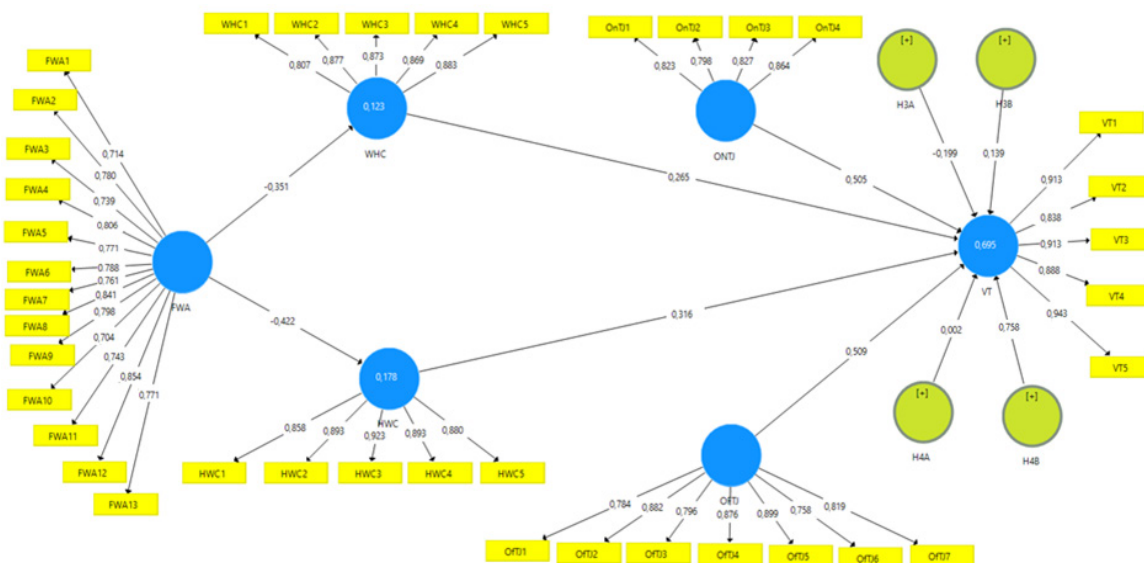
To see construct reliability, internal consistency method can be used by looking at the value of composite reliability and Cronbach's Alpha. According to Hair et al. (2014) a construct is said to be reliable if it has a composite reliability value of > 0.7 and Cronbach's Alpha value of 0.6. The test results state that all variables used in this study meet the requirements and are reliable for use in research (Leguina, 2015). The results of the validity and reliability test can be seen in Table 2.

**Structural Test Analysis**  
 After getting the results of a valid and reliable outer model, then testing the inner model to see the relationship between the constructs obtained from the R-square value. The next aspect that needs to be analyzed is the significance value of the R-square value. To see the relationship bet-

**Table 2.** Construct Validity and Reliability Testing

	Average Variance Extracted	Discriminant Validity (Square Root of AVE)	Composite Reliability	Cronbach's Alpha
Flexible Working Arrangement	0,565	0.752	0.925	0.919
Work-Home Conflict	0.780	0.884	0.946	0.929
Home – Work Conflict	0.787	0.888	0.984	0.932
On-The-Job Embeddedness	0.622	0.789	0.876	0.816
Off-The-Job Embeddedness	0.791	0.890	0.929	0.910
Voluntary Turnover	0.582	0.763	0.832	0.844

Source: Data processed (2022)



**Figure 2.** SEM-PLS Output Display

ween the constructs of the research model. The results of the R-square output can be seen in Figure 3 and Table 3.

Based on the results of the analysis, the R-square value for work-home conflict is 0.123, where the variable flexible work arrangements can explain the work-home conflict variable by 12.3%. The R-square value of home-work conflict is 0.126, which means that the Home-Work Conflict variable can be explained by the flexible work setting variable of 17.8%. The R-square value of voluntary turnover is 0.695, which means that the voluntary turnover variable can be explained by the work-home and home-work conflict variables of 69.5%.

Another tests to be carried out on the inner model can also be done by looking at the Q<sup>2</sup> value (predictive relevance), based on the research con-

ducted, the Q<sup>2</sup> value is 0.780. The last test carried out to look at the reliability of the inner model is the Goodness of Fit test, the GoF result is 0.630 which according to Tenenhaus et al. (2004) the research model can explain the conditions to be studied. From the R<sup>2</sup>, Q<sup>2</sup> and GoF tests, it can be seen that the model formed is robust. So that the hypothesis testing can be done.

**Research Hypothesis Test**

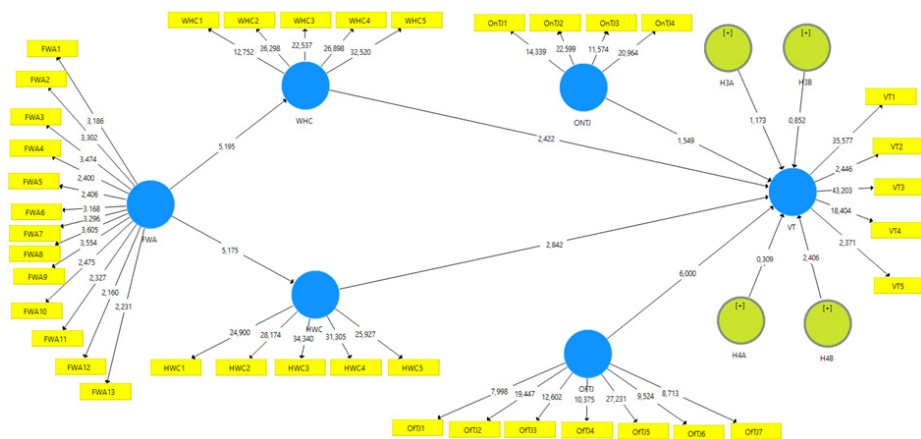
Hypothesis testing is done by looking at the probability value and T-value. A good probability value is the p-value with an alpha of 5% worth less than (<) 0.05. Meanwhile. the t-table value that meets the requirements for 5% alpha is 1.96. So that the condition for a hypothesis to be accepted is when the t-value > 1.96. The structure and results of the research hypothesis testing are obtained at Figure 3.

Based on the Table 4, the hypothesis (H1a) is that flexible work arrangements and Work Home Conflict have a negative effect, so the data supports the hypothesis because the t-value is 5.20 > 1.96 and P values is 0.00 < 0.05. The hypothesis (H1b) concludes that flexible work arrangements and Home-Work Conflict have a negative effect with t-value 5.18 > 1.96 and P values 0.00 < 0.05 so the data supports the hypothesis. Analysis of the hypothesis (H2a) data supports the hypothesis, where Work-Home Conflict has a positive effect on Voluntary Turnover. This can be seen from the results of the pat analysis obtained with a t-value of 2.43 >

**Table 3.** R-Square Testing

	R Square	Adjusted R Square
Work-Home Conflict	0.123	0.170
Home – Work Conflict	0.178	0.669
Voluntary Turnover	0.695	0.114

Source: Data processed (2022)



**Figure 3.** SEM-PLS Bootstrapping Output Display.

**Table 4.** Research Model Hypothesis Testing

Hypothesis	Hypothesis Statement	T-Value (1.96)	P-Value (0.05)	Conclusion
H1a	Flexible work arrangements and Work-Home Conflict have a negative effect	5.20	0.00	The data support the hypothesis
H1b	Flexible work arrangements and Home-Work Conflict have a negative effect	5.18	0.00	The data support the hypothesis
H2a	Work-Home Conflict has a positive effect on Voluntary Turnover	2.43	0.02	The data support the hypothesis
H2b	Home-Work Conflict has a positive effect on Voluntary Turnover	2.85	0.00	The data support the hypothesis
H3a	On-the-Job Embeddedness moderates the positive influence between Work-Home Conflict and Voluntary Turnover	1.17	0.10	The data do not support the hypothesis
H3b	On-the-Job Embeddedness moderates the positive influence between Home-Work Conflict and Voluntary Turnover	0.85	0.40	The data do not support the hypothesis
H4a	Off-the-Job Embeddedness moderates the positive influence between Work-Home Conflict and Voluntary Turnover	0.31	0.24	The data do not support the hypothesis
H4b	Off-the-Job Embeddedness moderates the positive influence between Home-Work Conflict and Voluntary Turnover.	2.40	0.00	The data support the hypothesis

Source: Data processed (2022)

1.96 and a P value of  $0.02 < 0.05$ . For the hypothesis (H2b) Home Work Conflict has a positive effect on Voluntary Turnover seen from the output t-value  $2.85 > 1.96$  or P values  $0.00 < 0.05$  so the data supports the hypothesis.

Furthermore, for the moderating role of On-The Job Embeddedness, in the hypothesis (H3a) it was found that On-the-Job Embeddedness did not moderate the positive effect between Work Home Conflict and Voluntary Turnover, where the relationship would be weaker if On-the-Job Embeddedness increased and will be stronger when On-the-Job Embeddedness decreases. This hypothesis is not supported by

the Path Coefficient output obtained with a t-value of  $1.17 < 1.96$  or P values of  $0.10 > 0.05$  so that the On-The Job Embeddedness data does not moderate the positive influence between Work-Home Conflict and Voluntary Turnover.

Likewise with the hypothesis (H3b) it was found that On-the-Job Embeddedness did not moderate the positive effect between Home-Work Conflict and Voluntary Turnover, where the relationship would be weaker if On-the-Job Embeddedness increased and would be stronger if On-the-Job Embeddedness increased. Job Embeddedness decreased, because the results of the t-value  $0.85 > 1.96$  and P values  $0.40 < 0.05$ ,

In the moderating role of Off-The Job Embeddedness, in hypothesis (H4a) it is found that Off-the-Job Embeddedness does not moderate the positive effect between Work Home Conflict and Voluntary Turnover. This hypothesis is not supported by the output obtained with a t-value of  $0.31 < 1.96$  or P values of  $0.24 > 0.05$  so that the Off-The Job Embeddedness data does not moderate the positive influence between Work-Home Conflict and Voluntary Turnover.

However, in the hypothesis (H4b) it was found that Off-the-Job Embeddedness moderated the positive influence between Home-Work Conflict and Voluntary Turnover, where according to the results of the t-value  $2.40 > 1.96$  or P values  $0.00 < 0.05$  so this hypothesis is accepted. It can be interpreted that Off-the-Job Embeddedness moderates the positive relationship between Home-Work Conflict and Voluntary Turnover, where the relationship becomes stronger when Off-the-Job Embeddedness increases and weaker because Off-the-Job Embeddedness decreases.

Other additional data shows that there is an indirect relationship between the Flexible Working Arrangement variable and Voluntary Turnover mediated by Work-Home Conflict with a t-value of  $2.18 > 1.96$  or P values of  $0.04 < 0.05$  and also an indirect relationship between the Flexible Working Arrangement variable and Voluntary Turnover mediated by Home-Work Conflict with a t-value of  $2.78 > 1.96$  or P values of  $0.04 < 0.05$  which means that flexible work arrangements can affect workers' desire to quit from work voluntarily.

## Discussion

The results of this study indicate that there is an influence given by flexible work arrangements on Work-Home Conflict and Home-Work Conflict and indirectly affects the Voluntary Turnover of workers. Through the results of testing the first hypothesis (H1a) it is known that flexible work arrangements have a negative effect on Work-Home Conflict, this is because if on that day employees work from home, and there is no time pressure, then they will feel the level of work-family conflict will increase. lower.

In testing the second hypothesis (H1b) it was found that flexible work arrangements have a negative effect on Home-Work Conflict (H1b) which means that the more flexible the time workers have to work, the less conflict between life at home and work in the office. Several previous studies have stated that this flexible way of working is much appreciated by female workers compared to male workers (Mokhtarian et al., 1998; Sekine et al., 2010; Jones & Seitani, 2019) because flexibility can help women in managing household and children. (Mokhtarian et al., 1998) they also feel more motivated to work in this way of flexibility as it allows them to plan their work and family time (Jones & Seitani, 2019). From the testing of these two hypotheses, it can be interpreted that the more flexible the way and time of employees work, the lower the perceived conflict from the work domain to home life and vice versa felt by employees. The results of this hypothesis have similarities with some of the findings by Allen, (2001); Allen et al. (2015) and de Sivatte & Guadamillas, (2013). Employees benefit greatly from the availability of flexible work arrangements from the company, employees can flexibly adjust working hours according to their individual needs, as long as the total working hours of employees are met, such as 8 hours in one day. In this setting, employees who utilize flexible work arrangements have the convenience of managing work life and home life so that employees do not experience great pressure when combining work and family domains (Clark, 2000).

Apart from reducing Work-Home Conflict and Home-Work Conflict, the results of the study also found an indirect effect in minimizing Voluntary Turnover, where this finding means that the more flexible employees' work arrangements are, the lower employees have the desire to leave their company voluntarily (Allen, 2001; Batt & Valcour, 2003; Thompson & Prottas, 2006).

Furthermore, this study found a positive relationship between Work-Home Conflict and Voluntary Turnover (H2a) and Home-Work Conflict with Voluntary Turnover (H2b), this is in line with research conducted by (Cloninger et al., 2015), that work and life at home is the most

important domain in human life. Thus, if the demands of one role interfere with other roles, workers will have the desire to leave their jobs or look for other jobs that can be more flexible to integrate their work with home life (Finthariasari et al., 2020; Rubenstein et al., 2020).

However, in this study there are results showing that On-The-Job Embeddedness does not moderate the positive influence between Work-Home Conflict and Home-Work Conflict with Voluntary Turnover where the relationship between the two will be weaker if On-The-Job Embeddedness increases and will be stronger when On-The-Job Embeddedness decreases. This is likely due to the large number of respondents who have worked for 3-5 years with a percentage of 39% which causes On-The-Job Embeddedness not to have a big influence on the two conflicts in the decision to move voluntarily. This research was conducted during a pandemic which allegedly caused attachment to the organization in this case the company where the employee worked and the social environment had no effect on work and home conflicts and also had no effect on the desire to move voluntarily.

Tests conducted on the moderating role of Off-the-Job Embeddedness on the positive influence between Work-Home Conflict and Home-Work Conflict with Voluntary Turnover, it was found that Off-the-Job Embeddedness only moderated the effect of Home-Work Conflict with Voluntary Turnover. This is in line with research conducted by (Treuren & Fein, 2021). The large percentage of respondents who are female and are married and have children, allowing conflicts to occur at home that interfere with their work, in this case workers who have stronger ties to their lives outside of work will trigger a worker's desire to leave the company where they work.

There is another argument stating that On/Off-The Job Embeddedness is a variable that mediates the relationship between Work-Home and Home-Work Conflict with Voluntary Turnover. Afsar & Rehman, (2017) stated that conflict can affect workers with their work. This influence may have the effect of weakening their attachment to their work and life at home.

What can be taken from this research is that flexible work arrangements can influence companies to make it easier for employees to manage work life and home life, so that Work-Home and Home-Work Conflicts that usually appear in the union of these two domains can be minimized. The lower Work-Home and Home-Work Conflict felt by workers because of the flexibility in working will affect their minds to stay at the company where they currently work.

## CONCLUSION AND RECOMMENDATION

This study has confirmed that flexible work arrangements are factors that negatively affect work-home conflict and home-work conflict. Then work-home conflict and home-work conflict have a positive effect on voluntary turnover. While the results of the study are related to the moderating role of on and off-the-job embeddedness, it is indicated that only off-the-job embeddedness moderates the positive relationship between home-work, conflict, and voluntary turnover.

Some of the limitations found during this study were that the variables were only tested on respondents who worked in the transportation management service industry. In the future, it is hoped that the same research will be carried out by expanding the scope of research to other service industries. Second, this study has not found a significant moderating effect of on and off the job embeddedness work-home and home-work conflict with voluntary turnover, further research is expected to examine the effects of on and off the job embeddedness as a mediating variable for post-pandemic.

## REFERENCES

- Agichtein, E., Castillo, C., Donato, D., Gionis, A., & Mishne, G. (2008, February). Finding High-Quality Content in Social Media. In *Proceedings of the 2008 International Conference on Web Search and Data Mining*, 183-194.
- Aileen, E., Gaberamos, O., Bernarto, I., & Pasaribu, H. (2021). The Effect Of Social Media Marketing, Word of Mouth, And Effectiveness

- of Advertising on Brand Awareness and Purchase Intention on Grab Application Users Domicile of Tangerang. *Enrichment: Journal of Management*, 12(1), 426-441.
- Ajina, A. S. (2019). The Perceived Value of Social Media Marketing: an Empirical Study of Online Word of Mouth in Saudi Arabian Context. *Entrepreneurship and Sustainability Issues*, 6(3), 1512-1527.
- Alves, H. C. F. M. R. (2010). Understanding the Acceptance of Mobile SMS Advertising among Young Chinese Consumers. *Psychology & Marketing*, 30(6), 461-469.
- Anantasiska, V., Suhud, U., & Usman, O. (2021). The Effect of Social Media Marketing Activities on Purchase Intention: a Case Study on E-commerce Consumers. *The International Journal of Social Sciences World*, 4(1), 101-114.
- Budiman, S. (2021). The Effect of Social and Personality Factor on Attitude Toward Brand and Purchase Intention. *Jurnal Dinamika Manajemen*, 12(1), 41-52.
- Chan, B., Purwanto, E., & Hendratono, T. (2020). Social Media Marketing, Perceived Service Quality, Consumer Trust and Online Purchase Intentions. *Technology Reports of Kansai University*, 62(10), 6265-6272.
- Chen, C. F., & Chen, F. S. (2010). Experience Quality, Perceived Value, Satisfaction and Behavioral Intentions for Heritage tourists. *Tourism Management*, 31(1), 29-35.
- Chen, S. C., & Lin, C. P. (2019). Understanding the Effect of Social Media Marketing Activities: the Mediation of Social Identification, Perceived Value, and Satisfaction. *Technological Forecasting and Social Change*, 140(3), 22-32.
- Cheung, M. L., Pires, G., & Rosenberger, P. J. (2020). The Influence of Perceived Social Media Marketing Elements on Consumer-brand Engagement and Brand Knowledge. *Asia Pacific Journal of Marketing and Logistics*, 32(3), 695-720.
- Chi, T., & Kilduff, P. P. D. (2011). Understanding Consumer Perceived Value of Casual Sportswear: An Empirical Study. *Journal of Retailing and Consumer Services*, 18(5), 422-429.
- Chrein, Y. Y., Lena Ellitan, R. S. H. L. (2021). the Effect of Perceived Social Media Marketing Activities on Brand Loyalty Through Brand Consciousness and Value Consciousness on Vivo Smartphone. *Journal of Entrepreneurship & Business*, 2(2), 96-105.
- Cimperman, M., Brenčić, M. M., Trkman, P., & Stanonik, M. D. L. (2013). Older Adults' Perceptions of Home Telehealth Services. *Telemedicine and E-Health*, 19(10), 786-790.
- Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13(3), 319-340.
- Edwards, F. (2016). An Investigation of Attention-Seeking Behavior through Social Media Post Framing. *Athens Journal of Mass Media and Communications*, 3(1), 25-44.
- Emini, A. J. Z. (2021). Social Media Marketing and Purchase Intention: Evidence from Kosovo. *Ekonomiska Misao i Praksa*, 30(2), 475-492.
- Fenitra, R. M., & Haryanto, B. (2019). Factors Affecting Young Indonesian's Intention to Purchase Counterfeit Luxury Goods. *JDM (Jurnal Dinamika Manajemen)*, 10(2), 289-283.
- Frank, P. (2021). *How Healthcare Changes Consumer Decision Making*. Retrieved at: <https://www.linkedin.com/pulse/how-healthcare-changes-consumer-decision-making-patrick-frank>. July, 2022
- Gallarza, M. G., & Saura, I. G. (2006). Value Dimensions, Perceived Value, Satisfaction and Loyalty: An Investigation of University Students' Travel Behaviour. *Tourism Management*, 27(3), 437-452.
- Gautam, V., & Sharma, V. (2017). The Mediating Role of Customer Relationship on the Social Media Marketing and Purchase Intention Relationship with Special Reference to Luxury Fashion Brands. *Journal of Promotion Management*, 23(6), 872-888.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a Silver Bullet. *Journal of Marketing Theory and Practice*, 19(2), 139-152.
- Hill, R. J., Fishbein, M., & Ajzen, I. (1977). Belief, Attitude, Intention and Behavior: an Introduction to Theory and Research. *Contemporary Sociology*, 6(2), 244.
- Kamal, S. A., Shafiq, M., & Kakria, P. (2020). Investigating Acceptance of Telemedicine Services through an Extended Technology Acceptance Model (TAM). *Technology in Society*, 60(2), 1-10.
- Kaplan, A. M., & Haenlein, M. (2011). The Early Bird Catches The News: Nine things you should Know about Micro-blogging. *Business Horizons*, 54(2), 105-113.

- Kaplan, N. (2019). *Big Data, Consumer Behavior And The Consumer Packaged Goods Blindspot*. Retrived at: <https://www.forbes.com/sites/forbestechcouncil/2019/09/05/big-data-consumer-behavior-and-the-consumer-packaged-goods-blindspot/?sh=60538c1b6ce5>. July, 2021.
- Kemp, S. (2022). *Digital 2022: Indonesia*. Retrived at: <https://datareportal.com/reports/digital-2022-indonesia>. July, 2022.
- Kim, A. J., & Ko, E. (2012). Do Social Media Marketing Activities enhance Customer Equity? An Empirical Study of Luxury Fashion Brand. *Journal of Business Research*, 65(10), 1480-1486.
- Kim, H. W., Chan, H. C., & Gupta, S. (2007). Value-based Adoption of Mobile Internet: An Empirical Investigation. *Decision Support Systems*, 43(1), 111-126.
- Liu, C., Bao, Z., & Zheng, C. (2019). Exploring Consumers' Purchase Intention in Social Commerce: An Empirical Study based on Trust, Argument Quality, and Social Presence. *Asia Pacific Journal of Marketing and Logistics*, 31(2), 378-397.
- Morwitz, V. (2014). Consumers' Purchase Intentions and their Behavior. *Foundations and Trends in Marketing*, 7(3), 181-230.
- Morey, T., Forbath, T., & Schoop, A. (2015). Customer data: Designing for transparency and trust. *Harvard Business Review*, 93(5), 96-105.
- Moslehpour, M., Dadvari, A., Nugroho, W., & Do, B. R. (2021). The Dynamic Stimulus of Social Media Marketing on Purchase Intention of Indonesian Airline Products and Services. *Asia Pacific Journal of Marketing and Logistics*, 33(2), 561-583.
- Nurhayati-Wolf, H. (2021). *Social Media in Indonesia - Statistics & Facts*. Retrived at: [https://www.statista.com/topics/8306/social-media-in-indonesia/#topicHeader\\_wrapper](https://www.statista.com/topics/8306/social-media-in-indonesia/#topicHeader_wrapper). June, 2021.
- Poturak, M., & Softic, S. (2019). Influence of Social Media Content on Consumer Purchase Intention: Mediation Effect of Brand Equity. *Eurasian Journal of Business and Economics*, 12(23), 17-43.
- Prama, N. (2019). *Halodoc Jadi Aplikasi Populer Untuk Mencari Informasi Kesehatan*. Retrived at: <https://nextren.grid.id/read/011902663/halodoc-jadi-aplikasi-populer-untuk-mencari-informasi-kesehatan?page=all>, July 2020.
- Sauthier, A. (2020). *Are You Using The Right Formula To Calculate Your Social Media Engagement Rate?* Forbes. Retrived at: <https://www.forbes.com/sites/forbesagencycouncil/2020/05/14/are-you-using-the-right-formula-to-calculate-your-social-media-engagement-rate/?sh=4e159a8f50b8>. June, 2021.
- Schiffman, L.G. and Kanuk, L. L. (2007). *Consumer Behavior, 9th ed*. New Jersey: Prentice-Hall.
- Seo, E. J., & Park, J. W. (2018). A Study on the Effects of Social Media Marketing Activities on Brand Equity and Customer Response in the Airline Industry. *Journal of Air Transport Management*, 66(8), 36-41.
- Setyowati, D. (2021). *Halodoc Disantik Investor Kakap, Startup Kesehatan Makin Dilirik*. Katadata.Co.Id. Retrived at: <https://katadata.co.id/desysetyowati/digital/607ff6c2d6695/halodoc-disantik-investor-kakap-startup-kesehatan-makin-dilirik>. July, 2022)
- Slovin, M.J., 1960. *Sampling*. New York: Simon and Schuster Inc.
- Song, H. J., Lee, C. K., Park, J. A., Hwang, Y. H., & Reisinger, Y. (2015). The Influence of Tourist Experience on Perceived Value and Satisfaction with Temple Stays: the Experience Economy Theory. *Journal of Travel and Tourism Marketing*, 32(4), 401-415.
- Taylor, B. (2019). Understanding Consumer Preferences from Social Media Data. *NIM Marketing Intelligence Review*, 11(2), 48-53.
- Taylor, C. R. (2004). Consumer Privacy and the Market for Customer Information. *The RAND Journal of Economics*, 35(4), 631-650.
- Tuten, C. A. and T. (2010). Creative Strategies in Social Media Marketing: an Exploratory Study of Branded Social Content and Consumer Engagement. *Psychology & Marketing*, 30(6), 461-469.
- Manzoor, U., Sajjad Ahmad Baig, Muhammad Hashim, & Abdul Sami. (2020). Impact of Social Media Marketing on Consumer's Purchase Intentions: the Mediating role of Customer Trust. *International Journal of Entrepreneurial Research*, 3(2), 41-48.
- Venkatesh, V., & Davis, F. D. (2000). Theoretical extension of the Technology Acceptance Model: Four longitudinal field studies. *Management Science*, 46(2), 186-204.
- Yadav, M., & Rahman, Z. (2018). The Influence of Social Media Marketing Activi-

ties on Customer Loyalty: A Study of E-commerce Industry. *Benchmarking*, 25(9), 3882-3905.

Zeithaml, V. A. (1988). Consumer Perceptions of Price, Quality, and Value: a Means-end Model and Synthesis of evidence. *Journal of mar-*

*keting*, 52(3), 2-22.

Zhafirah, U. (2019). the Influence of Social Media Advertising Towards Purchase Intention of E-Commerce : a Study among. *International Conference on Rural Development and Entrepreneurship 2019*, 5(1), 1024-1035.