

# **Effect of Job Insecurity, Workload, and Work-Family Conflict on Employee Performance with Turnover Intention as an Intervening Variable (Study on Bawaslu and KPU of Pemalang Regency)**

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**Abstract.** The main element determining the success or failure of an organization in carrying out various activities to achieve organizational goals is human resources. The organizational goal in every organization is basically to achieve success in improving human/employee performance. Efforts to improve performance and prevent turnover are by analyzing the phenomena found in the Bawaslu and KPU of Pemalang Regency. Targeting employees as a workforce, there are employees with non-ASN status, both honorary and contract employees. This increases the level of employee job insecurity considering the large workload being borne. The amount of workload also causes work-family conflict. These factors can affect the decline in employee performance to the point of intention to leave the workplace. The results of this study are to provide an understanding and analysis of several factors that can affect performance to increase human resources and prevent turnover intention in Bawaslu and KPU Pemalang Regency.

**Keywords:** Employee Performance, Job Insecurity, Workload, Work-Family Conflict, Turnover Intention

## **1. Introductions**

The organizational goal in every organization is basically to achieve success in improving human/employee performance. with good employee performance, an organization can maintain the continuity of the company [1]. Targeting employees as a workforce, several institutions still have non-ASN employees, both temporary and contract employees. The contract system in an institution certainly affects the employment relationship between the institution and employees. For employees themselves, there are uncertain situations (uncertainty) that can cause reluctance to create change. Such a situation encourages discomfort when working along with feelings of anxiety about the sustainability of their position as employees [2]. This condition allows for an increase in job insecurity felt by employees because employees are unable to imagine their future in the institution. At any time, employees are overshadowed by anxiety about dismissal from work in the future. This allows for an increase in job insecurity (job insecurity) felt by employees so that employees

are overshadowed by anxiety about termination of their work, unemployment status, and even permanent termination (turnover intention). [4]

Employees will show increasingly deteriorating behavior and attitudes because they are driven by high fears of job insecurity and end up being resistant to change. In addition, employees will reveal increased productivity and initiative steps to make changes (move) [5]. Individuals who feel insecure (insecure) about previous bad luck can affect their performance of that individual. Furthermore, the higher the level of job insecurity, the more likely there is a decrease in work quality. Employees who are worried about the stability of their position will not be optimal in completing the tasks and responsibilities entrusted to them [6]. The effect of job insecurity on employee performance has several indicators such as the meaning of the job itself for individuals, the level of threat felt by employees regarding aspects of work, the level of importance felt by individuals regarding the potential for each event, and the level of powerlessness. [7] .

Another factor that is suspected to have something to do with the work of employees is workload. The workload can be characterized as a mental construct that reflects mental strain due to performing tasks under certain environmental and operational conditions [8]. Companies with high working hours have the potential for work stress due to workload (workload) which is the responsibility of each employee. Employees who have high work stress tend to be unproductive which can affect the performance of their employees.

Besides affecting employee performance, workload also affects turnover intention. Perception of workload is closely related to a job where individuals provide an assessment of several task demands that require mental and physical activity that must be adjusted within a certain time. The high workload will result in decreased productivity so it will be difficult to achieve the target which will further increase the turnover intention rate. [9]

Apart from Job Insecurity and Workload, Work-Family Conflict can also be a factor affecting employee performance. Work-family conflict or role conflicts between work and family often occur among employees. on the one hand, they have to do work in the office, and on the other hand, they have to pay attention to the family as a whole, so it is difficult to distinguish between work disturbing the family or family interfering with work. Work-Family Conflict It's inevitable for most people working today. A conflict where there are various pressures between the work and family fields which as a whole cannot run normally. Work-family conflict can affect employee commitment [10].

Turnover intention is also thought to play a role in influencing performance. There is a tendency for spokespersons to offend themselves at any time which can affect the discretion and discipline of employees [11]

Based on the phenomena from the background description and the results of the research, the authors are interested in conducting research and re-testing by combining the variables Job Insecurity, Workload, and Work-Family Conflict to determine its effect on performance through turnover intention as an intervening variable.

## **2. Methods**

The research was conducted based on a qualitative descriptive approach, which examines the status of an object, condition, system of thought, function, and perception. Because it does not use calculations in this study. Literacy research is also a method of gathering various sources of books, articles, and journals as well as historical evidence, records, or reports stored

in published archives. This method is method that requires a lot of data reading activity, analysis, and information that has been collected. In addition, researchers also conducted short interviews to observe the behavior and perceptions of employees.

The writing method used was in the form of gathering material in the form of theory taken from the results of the analysis obtained from the performance of Bawaslu and Pemalang Regency KPU employees. The objects of this research were Bawaslu and Pemalang Regency KPU employees and their staff (District Election Supervisory Committee).

### 3. Discussion

performance is standard in destination organizations which could be in the form of quantitative and qualitative outputs, creativity, flexibility, could reliable, or things other wanted by the organization [12]. Several indicators which used to assess the performance of the employee is as follows: Quality Work, Quantity Work Get or not, as well as attitudes [13] the quantity of work, can be measured by the number of targets completed or by looking at the number of employee attendance in completing organizational goals. The following is the absence data (employee absence from 2018-2021)

**Table 3.1** KPU and Bawaslu absences from 2018-2021

	Year	KPU	Bawaslu	
	2018	8%	0%	
	2019	9.70%	0%	
	2020	8.30%	13.90%	
	2021	3.40%	19.70%	
Source: PPID KPU and Bawaslu (data processed for research)				

From Table 1.3 above it can be seen that the phenomenon of employee attendance is still quite high. KPU employee absenteeism has increased although the KPU has decreased several times. According to the results of short interviews with KPU and Bawaslu employees in Pemalang Regency, the increase in absenteeism could be caused by several things, such as employees being out of town or on assignments in the field so they cannot be absent using fingerprints, or because there is no election agenda so working hours are more flexible.

The high employee absenteeism can also be influenced by several things, including the number of employees who have not been appointed as permanent employees or are even still undergoing a contract system. In 2021, at least 89% of Bawaslu employees and 33% of KPU employees will still have the status of non-ASN employees.

**Table 3.2** KPU and Bawaslu Employee Data The year 2017-2021

Year	KPU					Bawaslu				
	Number of Employees			Percentage (%)		Number of Employees			Percentage (%)	
	civil servant	Not civil	Total	civil servant	Not civil	civil servant	Not civil	Total	civil	Not civil

Year	KPU					Bawaslu				
	Number of Employees			Percentage (%)		Number of Employees			Percentage (%)	
		servants			servants		servants		servant	servants
2017	22	8	30	73	27					
2018	17	8	25	68	32	3	20	23	13	87
2019	16	8	24	67	33	3	19	22	14	86
2020	16	8	24	67	33	3	18	21	14	86
2021	16	8	24	67	33	2	17	19	11	89
Average	17,4	8	25,4	68.4	31,6	2.75	18.5	21.25	13	87
Source: PPID KPU and Bawaslu (data processed for research)										

The non-ASN employment status also varies depending on their respective duties and positions. There are two types of Non-ASN employees at KPU and two types of Non-ASN employees at Bawaslu. KPU has 3 non-contract honorary employees who serve in the security section and 5 employees who are contracted for 5 years as commissioners. Meanwhile, Bawaslu has 5 employees who are contracted for 5 years as commissioners and 12 employees who are contracted for 1 year as staff.

**Table 3.3** Data on KPU and Bawaslu Non ASN Employees The year 2021

	Not ASN	Non-contract honorary	5 Year Contract	1 Year Contract
Bawaslu	17	0	5	12
KPU	8	3	5	0
Source: PPID KPU and Bawaslu (data processed for research)				

### 3.1 Effect of Job Insecurity on Employee Performance

Employees will show increasingly deteriorating behavior and attitudes because they are driven by high fears of job insecurity and end up being resistant to change. In addition, employees will disclose increased productivity and initiative steps to make changes (move). [14]

Job Insecurity is a situation where employees feel insecure when doing a job so that later it will have an impact on work ineffectiveness and efficiency [15]. profession insecurity is a phenomenon social that could in measuring because exists changes fundamental like restructuring and the addition of employment contracts in an organization that focus on the trending employee which threatened lost profession. An employee which feel yes threatened can protect self they in a manner psychological by deliberately withdrawing from work. behavior This withdrawal can include decreased involvement, commitment, or employee loyalty to the company [16].

Several research results regarding Job Insecurity prove that Job insecurity has a negative and significant effect on performance [17]. Insecurity at work (job insecurity) is the psychological situation of an employee who expresses confusion and discomfort due to the dynamics of a fluctuating work environment. This generally arises due to various types of contractual or temporary assignments [18].

Aspects that may threaten employee work can affect overall employee performance. The greater the level of job insecurity, the lower the quality of performance. Employees who are anxious about their working conditions result in the completion of tasks that are not optimal. [19].

Job insecurity has consequences for their psychological condition. Insecurities that arise can trigger other feelings such as pessimism, lack of confidence, anxiety, stress, and feeling worthless depression. If employees experience these potentials, their performance potential may decrease. [20].

### **3.2 Effect of Job Insecurity on Turnover Intention**

Job insecurity will not only harm individuals which experience it but also the organization overall. Work insecurity brings up flavor no a man (insecure) in work that can cause psychological disorders if going on continuously. The emergence of job insecurity reflects the view of the individual that the organization no Fulfill aspects of work in the organization such as salary, the certainty of employee status, and future guarantee. profession insecurity has a connection positive with the desired employee for move work. Employee contracts that have a level of professional insecurity which tall have the possibility of high turnover intention [21].

### **3.3 Effect of Workload on Employee Performance**

Another factor that is suspected to have something to do with the work of employees is workload. Companies with high working hours have the potential for work stress due to workload (workload) which is the responsibility of each employee. Employees who have high work stress tend to be unproductive which can affect the performance of their employees.

The results of the study stated that the workload variable had a negative and significant effect on performance [22]. The link between workload and employee performance is that the higher the workload, the lower the performance. Where it can be explained that the workload received by employees will affect their performance of these employees [23]. The more workload borne by an employee will reduce the employee's performance.

Changes in workload tend to change employee stress levels which in turn affect employee performance. [23]. Employees are often faced with having to complete two or more tasks that must be done simultaneously. These tasks certainly require time, effort, and other resources to complete. The burden of HR attention will also cause employee performance to decrease. Problems that can arise include weakened employee endurance and feelings of pressure. A greater workload will lead to lower individual performance.

### **3.4 Effect of Workload on Turnover Intention**

Besides affecting employee performance, workload also affects turnover intention. Perception of workload is closely related to a job where individuals provide an assessment of several task demands that require mental and physical activity that must be adjusted within a certain time. The workload will be high resulting in decreased productivity so it will be difficult to achieve the target which will further increase the turnover intention rate. [24].

Burden work has a connection in the same direction with replacement intention. As is burden work, raises something intensity for leave company, every person wants convenience in That is, if someone feels uncomfortable with something this, so somebody the certain will want to look for a profession which better than previously. [25]. Workload has a positive effect

on turnover meaning. A high workload can cause stress to employees so the desire to leave work arises. [26].

### **3.5 The Effect of Work-Family Conflict on Employee Performance**

Human Resources is wrong one factor important which must be owned organization. Currently, economic development and growth are occurring very rapidly. this encourages anyone who is still single or who has a family to work to meet household needs, resulting in a dual role. Playing a role double the have to bowl between role one with others can lead to work-family conflict.

Work-Family Conflict as a form of inter-role conflict role pressures from work and family conflict with each other. The thing this means more participation in work/family roles is difficult [27]. This dual role will drain a lot of energy from a worker because it requires a lot of energy and it is not uncommon for someone to feel tired. [28].

Happening work-family conflict could reason start feeling guilty about household and work demands are not met. This can disrupt employee commitment to the organization they have by workers who are worried that it could have an impact a decrease in their intention to work consequence happening in performance degradation employee.

Work-family conflict often arises when work demands more or requires more attention than roles in the family. On the one side, somebody demanded a responsible answer from a nurse and destroyer family well, on the other hand, a worker is obliged to work to good performance standards. However, not all of them can align the role of a profession with the role of family, which finally happened in work-family conflict. There is dual role intensity which tall Becomes a reason for decreased performance [29].

### **3.6 Effect of Work-Family Conflict on Turnover Intention**

Working as a KPU and Bawaslu employee has a high level of stress. Based on the initial survey that has been conducted, many employees have to work overtime and even have to enter the office on holidays when there are elections, so, understandably, they find it very difficult to divide their time between work and family.

Work-family conflict could occur because exists effort in balancing the agreement role of a profession with the role of family. If an individual Keeps going continuously face now, they are ongoing and not involved between jobs and however in family, somebody will decide to find another job. Because it can make an intention, they leave the organization [30].

Substitution meaning refers to the intention employee to look for other job alternatives and has not manifested in behavior [31]. work family conflict has a positive effect and is significant to turnover intention. This shows that the higher the work-family conflict, the higher the desired person to leave a company and or look for a profession other. [32].

### **3.7 Effect of Turnover Intention on Employee Performance**

Turnover intention is a process in which employees leave their old job and want to find a new job for certain reasons. Many reasons cause turnover intention, including the desire to get a better job. The desire or intention to leave the company to get a better job can certainly affect the performance of its employees [33].

The intention to leave can result in a change in a person's behavior while working, such as high absenteeism or absenteeism, trying to earn money outside the organization, neglecting duties and responsibilities, and causing a decrease in the quality of the employee's performance. Referring to the explanation above, it can be interpreted that turnover intention has a significant negative effect on employee performance [34].

### **3.8 Effect of turnover intention as an intermediate interference variable Job insecurity on employee performance.**

Workers will show worsening behavior and attitudes because they are driven by high job insecurity which results in a refusal attitude. In addition, employees will show a decrease in performance and initiative steps for turnover [35]. The short-term impact affects job satisfaction and participation in work. Meanwhile, long-term influences include the desire to leave work (turnover) or look for a new job that provides more security.

Employees reflect on their high turnover intention by ignoring their job responsibilities and duties [36]. When employees have committed to deciding on certain attitudes such as the desire to leave, then they will ignore their responsibilities and implementation as employees, so the quality of the employee's performance can be ascertained to decrease [37].

### **3.9 Effect of turnover intention as an intervening variable between workloads on employee performance.**

Consequence burden high work could increase fatigue worker in finish him that doesn't suit his physical and mental abilities so cause reduced work capacity and body resistance which will inhibitor performance. [38]. Burden work not only influences the performance of employees Workload owned by employees can also affect turnover within the company thereby reducing the quality of employee work [39].

Workload influences turnover intention where the greater the workload, the greater the employee's turnover intention. Conversely, the smaller the workload, the smaller the turnover intention of an employee. Because the workload, creates an intention to leave the company, everyone wants comfort in their work, if someone feels uncomfortable with a job, then that person will want to find a better job than before [40].

Employees with high turnover intentions do not fulfill their duties and responsibilities at work. If employees have forgotten their main responsibilities as employees, then the employee's performance will be bad. [41].

### **3.10 Influence turnover intention as an intermediate interference variable Work-Family Conflict on employee performance.**

Someone who has long working hours so will feel difficulty in balancing agreement on profession and family so arise pressure on himself so which impacts the decline in satisfaction in work and the desire to leave or move from the organization. Where the level of work-family conflict which tall will encourage the emergence of high work stress so that in a state of at this point, employees feel pressured and there is an intention to leave (turnover intention) [42].

Work-Family Conflict can affect bag turnover intensity [43]. Whereas Turnover Intention harms the organization because it creates instability in labor conditions, decreases employee productivity, the work atmosphere becomes not conducive, and has an impact on increasing HR management costs. [44].

## **4. Conclusion**

performance is the results of what was done by an employee for standard results something organization with a deadline determined based on not quite enough answers from a professional conducted, so that could achieve destination which has set one agency/organization them. Several things can affect the low performance of an employee. Based on the exposure of several sources, it can be concluded that:

1. Job insecurity harms employee performance. The higher the level of job insecurity, the lower the employee's performance.
2. Job Insecurity has a positive effect on turnover intention. The higher the level of job insecurity, the higher the desire to leave the job (turnover intention).

3. Workload harms employee performance. The higher the workload an employee gets, the lower the employee's performance.
4. Workload has a positive effect on turnover intention. The higher the workload of an employee, the higher the desire to leave the job (turnover intention).
5. Work-family conflict harms employee performance. the higher the role conflict between work and family, the lower the employee performance.
6. Work-family conflict has a positive effect on turnover intention. The higher the role conflict between work and family, the higher the desire to leave the job (turnover intention).
7. The turnover intention harms employee performance. the higher the intention to leave an employee, the lower the performance of an employee.
8. Turnover intention mediates job insecurity with employee performance. The higher the job insecurity faced by employees, the higher the intention to leave their job. The desire to leave can reduce employee performance
9. Turnover intention mediates the effect of workload on employee performance. The higher the workload faced by employees, the higher the intention to leave their job. The desire to leave can reduce employee performance
10. Turnover intention mediates work-family conflict with employee performance. The higher the work and family role conflicts that have problems with employees, the higher the intention to leave work. The desire to leave can reduce employee performance

## Acknowledgement

Thank you to Pancasakti Tegal University, Pemalang Regency Bawaslu, and Pemalang Regency Election Commission for facilitating research with the title: Effects of Job Insecurity, Workload, and Work-Family Conflict on Employee Performance with Turnover Intention as an Intervening Variable (Study on Bawaslu and Election Commission of Pemalang Regency).

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