



Work- Family Conflict, Job Satisfaction and Turnover Intention among Adults

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Abstract: Contemporary workplaces in India is characterized by intense performance pressure, alternating family structures, and replacement of on-site with flexible arrangement work modes has made it extremely difficult for adults to manage their personal and professional existence. work–family conflict has become a great source of stress in shaping employees’ well-being, job attitudes, and career choices. This study investigates the relationship between work–family conflict, job satisfaction, and turnover intention among working adults in India, along with examining how these relationships differ on the basis of marital status, gender, and mode of work. This study accumulates data from both married and unmarried employees. Using a quantitative research design, Standardised self-report instruments are used to measure work–family conflict, job satisfaction, and turnover intention. The present study seeks to comprehend how the work family conflict, job satisfaction, and turnover intention are related to each other. This research focuses on identifying the strength, direction and the anticipatory nature of all above mentioned relationships using appropriate statistical techniques. This study predicts that the higher the work-family conflict, the lower would be the levels of job satisfaction and the prevalence of a higher intention to leave the organization. It also predicts that married employees will experience higher work family conflict than unmarried employees, and that the gender differences will be observed in ways of experiencing and reacting to work family conflict. Instead of focusing on married employees, only. this study also look at gender to reflect real life workplace experiences.

Keywords: *Work-Family Conflict, Job Satisfaction, Turnover Intention, Marital Status, Gender, Working Adults*

1. Introduction

Work provides us with the financial resource, professional identity, social interaction and a sense of purpose while the family domain of life provides us with emotional support, intimate relationships, and caregiving responsibilities. In an ideal situation, the individual is assumed of managing both areas successfully, however due to the rapid changes in the work environment it has essentially been difficult for adults to manage or balance their roles effectively. This tension between roles often shows up as work-family conflict, which has been essentially identified as a key regulator on job satisfaction and turnover intention among employees of the industry. (Mumu et al., 2021).

Work-family conflict (WFC) occurs when the responsibilities of one role interfere with the other so much so that the performance is affected, creating stressors that can influence your work attitudes and behaviors. For example, when long working hours limit family engagement, individuals may experience stress that reduces their satisfaction at work. Over time, this imbalance can influence the afflicted employee to consider leaving his/her job: increasing the turnover intention (Li et al., 2022).

Comprehending the relation between work and family conflict, job satisfaction and turnover intention, it is important for industries to maintain their human workforce and for employees seeking emotional stability/ wellbeing. In the workplaces, employees are asked highly of their productivity, adaptability and emotional regulation while simultaneously fulfilling responsibilities from their personal and work lives as well. The demands of the domains are mostly intense and constant due to which, people frequently experience stress in attempting to meet unrealistic expectations.

These parameters are related in complex and multi-directional ways. WFC affects how people perceive their work, how satisfied they feel, and whether they wish to continue in their current workplace or not. Earlier studies usually have indicated that when WFC rises, job satisfaction falls which results in increased turnover intention. However, this is affected by several factors that necessitate deeper analysis.

1.1 *Work-family conflict*

Work- family conflict is defined as a form of inter-role conflict which the pressures from the work domain and family domain are mutually incompatible. (Greenhaus & Beutell, 1985).

This incompatibility creates psychological stress and emotional burnout. They conceptualized 3 primary forms of WFC-

1. Time-based conflict
2. Strain based conflict
3. Behavior based conflict

Moreover, WFC operates in 2 directions:

- Work-to-family conflict
- Family-to-work conflict

1.2 Job Satisfaction

Job satisfaction has always been one of the most intensely researched constructs in organizational psychology because of its strong relevance with employee well-being, motivation, and organizational outcomes. It is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke, 1976). High level of job satisfaction links to increase in productivity, organizational loyalty, and psychological well-being. However, low job satisfaction has been linked to high stress, burnout, and increase in turnover intention (Spector, 1997). When work continues to disrupt family life, they may become frustrated, stressed, and unhappy with their job (Allen et al., 2000). In the case of married workers, unhappiness may not only be the job but also the way they believe work is damaging their marriage, parenting, and family peace. Research suggests that when employees feel that their job adversely affects their family life, they are more likely to report lower job satisfaction and diminished organizational commitment (Kossek & Ozeki, 1998). India being a collectivistic society, the family occupies a pivotal role in an individual's personal and organizational identity, the experience of work–family conflict can manifest as an even stronger influence on their job satisfaction.

1.3 Turnover Intention

Turnover intention is commonly viewed as the most widely regarded as the most prompt and reliable psychological predictor of actual employee turnover. It refers to an individual's conscious and purposeful intention to leave their current organization soon (Mobley et al., 1978). Unlike actual turnover, which is influenced by external market conditions, turnover intention display an employee's internal evaluation of their job situation and their satisfaction levels. Hence, it serves as a crucial sign for organizations seeking to understand employee retention and workforce stability.

Experimental and experiential research consistently demonstrate that high levels of work–family conflict and low job satisfaction are linked to a rise in turnover intention across diverse occupational sectors (Griffeth et al., 2000). When the employees experience a sustained conflict between their work and family roles, they may think of their job as a source of stress rather than fulfillment, inducing thoughts of resignation and job change. Job satisfaction is extremely important role in this process, as dissatisfaction in job settings often leads to the formation of turnover intentions and subsequent job-searching behaviors (Tett & Meyer, 1993).

Within the Indian working population, employee turnover has made an appearance as a major organizational challenge, especially in sectors marked by high workloads, long working hours, performance pressure, and insufficient work–life balance programs, including information technology, healthcare, education, and corporate services. In the case of married individuals, and couples. Family matters can literally influence the concept of quitting the job, such as employment of the spouse, the care of children, the care of the elderly the relocation of the entire family or the joint career change. Hence, understanding turnover intention among Indian adults gives us a more realistic picture.

1.4 Interrelationship between Work–Family Conflict, Job Satisfaction, and Turnover Intention

The association between work-family conflict, job satisfaction and turnover intention can be interpreted clearly through the understanding of role theory and stress-based models. As Role theory suggests “People have multiple roles in their lives that they need to live up to, each responsibility with its own demand and expectations. When the demand of two elements starts to interfere with one another, people start experiencing role conflict which ultimately leads to mental pressure and reduced wellbeing (Kahn et al., 1964). Therefore, work family conflict acts as a stress booster that consumes our time and energy and drains our emotional capacity.

As the conflict increases between work and family, people may see they are emotionally drained, frustrated and there will be a sense of loss of control which will negatively impact the evaluation of their job. The decrease in job satisfaction that is led by work family conflict will ultimately lead to turnover intention. People who are not satisfied with their jobs often experience thoughts of quitting, reduced involvement in company activities and hunting for a new job opportunity (Hulin et al., 2001).

Nowadays, job satisfaction acts as a mediator that explains how work-family conflicts transform to turnover intention, because, when job satisfaction is compromised due to role conflicts in work and family, people may seek to maintain their mental being which could be achieved by switching up their jobs. Despite so many studies suggesting the relation between

these variables, the studies are limited to individual employees, primarily to western contexts. There remains a research gap to study the relation between these dynamics among married couples in India, where family and spouses play a critical role in career related decisions.

1.5 Rationale for Studying Indian Couples

Indian couples make up a important % of population to study the work family conflict and its result on job satisfaction and turnover intention because of the intersection of traditional patriarchal family values and increasing work demands. Marriage in India is not just a relation between husband and wife but also the involvement of extended families from both the sides which results to gender specific roles, and strong cultural expectations regarding family responsibilities. The involvement of these factors and dynamics can intensify the conflicts between work and family and shape individuals' attitude towards their job and careers (Sinha, 2014). The increasing participation of women in workforce has complicated the work family relation because of the traditional expectations regarding their roles and duties as domestic and caregiving roles into the family.

Dual wage earner couples often face the problem of role overload, pressure, and emotional drainage which can influence their jobs and careers decisions. However, most of the studies are based on western culture and Individual employees which leaves up a whole new dynamic of work family experience among married Indian couples.

Studying this can fulfill the critical gap in the literature of work family conflict, job satisfaction and turnover intention. Such studies can provide a clear view of how Indian couples navigate through family and work demand and how these experiences influence their attitudes towards their occupation.

1.6 Significance of the Study

From a theoretical point of view, this study will contribute to existing research by examining the relationship between work family conflict, job satisfaction and turnover intention within a culturally focused group and especially under-researched. By focusing of Indian couples, the study expands the horizon from western population and Individual centric research on work family dynamics to a more relational context.

From a practical point of view, the findings of this study can help inform the human resource department and their teams to form policies that will help navigate work life balance, enhancing job satisfaction and reducing turnover rate among married couples in India.

From the psychological standpoint, findings from this study can help in making policies that will enhance the wellbeing of the employees, their marriage harmony, occupational security and stability. For MNC's and organizations in India it is important to understand that

their employees' play a dual role as both workers and family members, the faster realization of this reality will help organizations to maintain a more committed and sustainable workforce.

2. Review Of Literature

Work family conflict (WFC) has become a ubiquitous construct in the studies of organizational and occupational psychology literatures as it is most strongly associated with various employee characteristics (affective and attitudinal), and work and life satisfaction and turnover consequence. Many empirical studies have reported the effect of work family conflict upon employees job satisfaction and turnover intention in a variety of occupations and countries.

Li et al. (2022) found that job satisfaction and psychological contract mediated the relationship between work–family conflict and turnover intention among teachers. Burnout has been identified as a critical explanatory variable in recent research. Wen et al. (2023) examined primary healthcare workers and found that work–family conflict significantly predicted burnout, which fully mediated its relationship with turnover intention. These findings suggest that interventions targeting burnout may effectively reduce turnover. Organizational support has also been linked to job satisfaction and retention. Sharif et al. (2021) demonstrated that perceived organizational support enhanced job satisfaction and reduced turnover intention, with job satisfaction fully mediating this relationship. Similarly, Singh et al. (2019) found that coworker support increased job satisfaction and indirectly reduced turnover intention. Cultural factors further influence these relationships. Li et al. (2024) showed that cultural values such as filial piety moderated the relationship between job satisfaction and turnover intention, indicating that family obligations shape how employees respond to dissatisfaction at work.

Overall, the reviewed literature consistently indicates that work–family conflict is negatively associated with job satisfaction and positively associated with turnover intention. Job satisfaction frequently acts as a mediating variable, while burnout, emotional exhaustion, organizational support, and cultural values serve as important explanatory mechanisms. Despite extensive international research, there remains a relative lack of integrated studies focusing on Indian working adults, thereby justifying the present study.

3. Methodology

3.1 Aim of the Study

This study aims to examine the relationship between work–family conflict, job satisfaction, and turnover intention among Indian couples.

3.2 Objectives of the Study

The specific objectives of the study are as follows:

- a) To assess the level of work–family conflict among Indian couples.
- b) To assess the level of job satisfaction among Indian couples.
- c) To assess the level of turnover intention among Indian couples.
- d) To examine the relationship between work–family conflict and job satisfaction.
- e) To examine the relationship between work–family conflict and turnover intention.
- f) To examine the relationship between job satisfaction and turnover intention.

3.3 Hypotheses of the Study

H₁: There is a significant relationship between work–family conflict and job satisfaction among adults.

H₂: There is a significant relationship between work–family conflict and turnover intention among adults.

H₃: There is a significant relationship between job satisfaction and turnover intention among adults.

H₄: There is a significant difference in work–family conflict, job satisfaction, and turnover intention between male and female adults.

H₅: There is a significant difference in work–family conflict, job satisfaction, and turnover intention between married and unmarried adults.

3.4 Variables of the Study

Independent Variable

- a) Job Satisfaction
- b) Turnover Intention

Dependent Variables

- a) Work-Family Conflict

3.5 Research Design

The study adopts a quantitative, correlational research design. This design was considered appropriate as the study seeks to examine the nature and direction of relationships among work–family conflict, job satisfaction, and turnover intention without manipulating any variables. Data were collected at a single point in time using standardized self-report questionnaires.

3.6 Sample

The sample comprised of un-married and married Indian individuals, selected from various occupational sectors.

3.7 Sample Characteristics

- Married/ Un-married individuals
- Employed in full-time or part-time jobs
- Belonging to different professional backgrounds such as corporate, education, healthcare, and service sectors
- Residing in urban and semi-urban areas of India

3.8 Sampling Technique

Convenience type sampling was used as samples were readily available and period was for short duration.

3.7 Measures**3.7.1 Work–Family Conflict Scale**

Work, family conflict was assessed using the Work, Family Conflict Scale of Netemeyer, Boles, and McMurrian (1996). Items described how much work interfered with family responsibilities and how much family responsibilities interfered with work. Participants rated items according to a five, point Likert, type scale (i.e., 100strongly disagree to 100strongly agree). Higher mean scores reflected greater perceived work, family conflict.

3.7.2 Job Satisfaction Scale

Job satisfaction was measured on the Job Satisfaction Survey, developed by Spector (1985). The Job Satisfaction Survey measures job satisfaction levels in general, as well as with respect to elements of the work itself, such as pay, supervision, the work itself and organization policies. The JSS is completed on a Likert, type scale, with higher scores indicating increased job satisfaction.

3.7.3 Turnover Intention Scale

Turnover intention was assessed by the Turnover Intention Scale created by Mobley, Horner, and Hollingsworth (1978). This scale measures the individual's conscious and intentional plan to leave their current organization. The questions in this scale centered on thoughts of quitting, searching for a new job, and the potential to quit the organization.

3.8 Procedure

Before collecting any data, permission was taken from the respondents. They were informed of the nature and purpose of their study. They were also made aware that taking part was voluntary and consented to participate. Moreover respondents were assured of their confidentiality and anonymity and they were told that their responses will be used for academic purpose only.

Questionnaires were administered to collect data through the internet by using an email and social websites. Participants were asked to answer the questionnaire truthfully, as there is no correct or incorrect answer and the questionnaire contained a brief demographic information section followed by a set of standardized questions. about work-family conflict, job satisfaction and turnover intention.

Once completed the questionnaires were collected together and checked for any missing responses. The data that were obtained were then entered onto a spreadsheet and prepared for statistical analysis by applying the most suitable statistical methods to test the hypotheses.

4. Results and Analysis of Results

This chapter presents the statistical analysis and interpretation of the data collected to examine the relationships among Work–Family Conflict (WFC), Job Satisfaction (JSS), and Turnover Intention (TI). The analyses were conducted using Jamovi and include descriptive statistics, reliability analysis, correlation analysis, regression analysis, mediation analysis, and group difference tests (t-tests). Each table is followed by a brief explanation of the findings.

4.1 Descriptive Stats

Table 4.1 Shows the descriptive statistics of the major study variables.

	Mean_WFC	Mean_JSS	Mean_TI
N	196	196	196
Mean	3.28	3.69	3.13
Standard deviation	1.22	0.780	0.755
Variance	1.49	0.608	0.570
Minimum	1.00	1.75	1.00
Maximum	6.40	5.33	4.67

Interpretation: The sample consists of 196 respondents. The mean score for WFC indicated a moderate level of conflict among employees. Job satisfaction showed a relatively higher mean, suggesting moderate to good satisfaction levels, whereas turnover intention reflected a moderate tendency of employees to consider leaving their organization.

4.2 Correlation Analysis

Pearson's product-moment correlation was conducted to examine the relationships among WFC, JSS, and TI.

Table 4.2 *Correlation Matrix*

		Mean_WFC	Mean_JSS	Mean_TI
Mean_WFC	Pearson's r	—	-0.461	0.408***
	df	—	194	194
	p-value	—	1.000	<.001
Mean_JSS	Pearson's r		—	-0.726
	df		—	194
	p-value		—	1.000
Mean_TI	Pearson's r			—
	df			—
	p-value			—

Note. H_a is positive correlation

Note. * $p < .05$, ** $p < .01$, *** $p < .001$, one-tailed

Interpretation: Work-family conflict was negatively correlated with job satisfaction, indicating that higher conflict is associated with lower satisfaction. WFC was positively correlated with turnover intention, suggesting that increased conflict raises employees' intention to leave. Job satisfaction showed a strong negative correlation with turnover intention, implying that dissatisfied employees are more likely to consider quitting.

4.3 Group Differences (t-tests)

Table 4.3 *Gender Differences*

		Statistic	df	p		Effect Size
Mean_WFC	Student's t	0.626	194	0.532	Cohen's d	0.0894
Mean_JSS	Student's t	-0.470	194	0.639	Cohen's d	-0.0671
Mean_TI	Student's t	1.035	194	0.302	Cohen's d	0.1479

Note. $H_a \mu_{Female} \neq \mu_{Male}$

Interpretation: The results indicated no significant gender differences in work-family conflict, job satisfaction, or turnover intention. Effect sizes were negligible, suggesting that male and female employees reported similar experiences on these variables.

*Marital Status Differences***Table 4.4** *Marital Status Differences*

		Statistic	df	p		Effect Size
Mean_WFC	Student's t	2.93 ^a	194	0.004	Cohen's d	0.419
Mean_JSS	Student's t	-1.26 ^a	194	0.209	Cohen's d	-0.180
Mean_TI	Student's t	2.43	194	0.016	Cohen's d	0.347

Note. $H_a: \mu_{\text{Married}} \neq \mu_{\text{Un-married}}$

^a Levene's test is significant ($p < .05$), suggesting a violation of the assumption of equal variances

Interpretation: Significant differences were found between married and unmarried employees in work–family conflict and turnover intention. Married and unmarried respondents differed meaningfully in their levels of conflict and intention to leave. However, no significant difference was observed in job satisfaction based on marital status.

4.4 Summary of Findings

The results demonstrate that work–family conflict negatively affects job satisfaction and positively influences turnover intention. Job satisfaction plays a crucial mediating role, fully explaining how work–family conflict leads to turnover intention. Gender did not significantly influence the study variables, whereas marital status showed meaningful differences in work–family conflict and turnover intention. Overall, the findings support the proposed conceptual framework of the study.

5. Discussion

In this chapter we have explored the significant results of the study in the context of research prior to this and the aims of the study. The intention is to interpret the statistical information and to discuss its significance in an applied and theoretical setting. The study tested the relationships between work, family conflict, job satisfaction and turnover intention and tested gender and marital status differences.

As shown in Table 2, the mean of the work, family conflict scale was 3.28, indicating a moderate level of work, family conflict experienced by employees since moderate interference was experienced by them in these two roles (Vaananen et al., 2001). Similar results were obtained in earlier studies, which suggested that heavy working hours, modern labor practices, and enormous performance requirement make it hard for employees to perform at their flexible appropriate levels.

The mean score for job satisfaction was somewhat higher (3.69) so that despite the demands of the work, family interface they were still satisfied with their jobs, this is consistent

with the literature that suggests that with supportive managers, return on investment, and opportunities for advancement buffers the impact of the stressors. Turnover intention was also 3.13 average of being somewhat likely to leave their organization which fits with current trends of job mobility.

In general the descriptive results seem to give a very informative setting in which the relationships examined in the study can be put into context.

5.1 Discussion of Correlation Results

As shown by the correlation analysis, a statistically negative relationship was found between work, family conflict and job satisfaction, meaning that employees' work, family conflict lead to a decline of job satisfaction. A negative relation of work, family conflict and job satisfaction supported the role strain theory in which the more roles to cope with, the more negative work experiences will happen. The previous researches suggested that employees who suffered from poor balance of work and life tended to become emotionally exhausted and have a low level of work engagement.

Further, work, family conflict was positively associated with turnover intention, suggesting that a higher level of work, family conflict is positively related to higher intentions to leave the organization's work. These findings build on previous literature, which emphasizes difficult work, family balance as an antecedent of withdrawal among employees. Employees experiencing high work interference are likely to look for other job arrangements that allow a better work, family balance.

Job satisfaction was found the most correlated variable with turnover intention among all the correlation analyses of this study. That high negative correlation indicated that the more dissatisfied an employee with his job is, the higher his turnover intention level is. This strong relationship between job satisfaction and turnover intention has been very well researched in organizational behavior. Therefore this correlation analysis supports the proposed model very strongly.

5.2 Discussion of Gender based Differences

Gender, based t- statistics showed that there were no significant differences between females and males according to work, family conflict, job satisfaction and intention to turnover. These imply that females and males in the present sample have similar degree of work, family conflict, job satisfaction and intention to turnover. It is consistent with the transforming nature of the modern workplace in the sense that responsibility for work and family roles are increasingly shared by both men and women.

Previous research have indicated that work, family conflicts were often higher among women because of the more traditional gender roles. However, more recent work have shown that men can also experience work stress, particularly in the context of two, income families. Based on our current findings, work, family conflicts seem to be equally high across all the employees, regardless of gender.

Therefore, when planning for an organization, wide intervention to improve work, life balance, provide all employees with the intervention instead of one gender group.

5.3 Discussion of Marital Status Differences

The marital status analysis showed significant differences in work–family conflict and turnover intention between married and unmarried employees. This indicates that marital responsibilities influence how employees experience work pressures and make career decisions. Married employees often face additional family commitments, which may intensify the conflict between professional and personal roles.

The significant difference in turnover intention suggests that family-related pressures can influence employees' willingness to stay with an organization. When workplace demands clash with family needs, employees may feel forced to look for alternative jobs that offer better flexibility. However, job satisfaction did not differ significantly between married and unmarried employees, suggesting that satisfaction may depend more on organizational factors than personal life circumstances.

These findings highlight the importance of considering employees' family roles when designing workplace policies such as flexible hours, remote work options, and family-friendly benefits.

6. Conclusion

The results of this study revealed that work, family conflict plays a major role in shaping the employee attitudes about job and intentions to leave. While existing research already indicated that work- family conflict is positively related to turnover intention and negatively related to the important job attitudes, this study validated that challenges encountered in juggling work and family roles are negatively related to the job satisfaction and thereby positively related to employees' willingness to quit.

Specifically, the key theoretical finding of this study is that it explains the psychological mechanism by which work, family conflict impacts turnover intention, that is, through decreased job satisfaction. In line with prior research showing the mediating role of job satisfaction in the work, family conflict, turnover intention relationship, current research

findings revealed that employees with high work, family conflict reported low job satisfaction and, subsequently, showed high turnover intention. In short, it seems that job satisfaction acts as an evaluative framework by which employees judge how fairly and sustainably their work is structured, which translates work, family conflict into actual thoughts of leaving.

The study results also indicate that work- family conflict is not solely an individual issue or an issue of bad time management, but rather an organizationally induced experience. Prior research demonstrates that it is the organizationally driven modifications of work arrangements, for instance those which allow employees greater flexibility over the structure and time of their work, which lead to a decrease in perceived work, family conflict and work, family fit. Present findings concur with this literature in showing that it is under conditions where work is difficult to manage in terms of rigid and volatile work demands or high levels of work intensity that job demands make it challenging for employees to comply with family responsibilities, employees perceive lower levels of job satisfaction and become more inclined to quit in order to search for a more appropriate job arrangement.

From a practical standpoint, the study emphasizes that efforts to reduce employee turnover should involve reducing both work- family conflict and increasing job satisfaction, working on both of these elements simultaneously. supervisors should foster a work environment that is receptive to work, family demands, respects work, life boundaries, acknowledges employees' responsibilities, and does not retaliate against employees for availing themselves of family, friendly practices, as feeling valued and fairly treated is highly associated with increased job satisfaction and decreased turnover intention. this study proposes that activities such as training managers to identify when employees are struggling with work, family conflict, increasing communication about personal needs, and normalizing the use of flexible policies, will reduce the link between conflict and job satisfaction. By promoting a work culture that values employee well, being and work, life integration, organizations can demonstrate to employees that the company has an investment in their long, term viability.

Organizations must proactively engage in workforce planning that addresses overwork by balancing the number of employees with the amount of work to be performed. Finally, recruiters who engage in recruitment and branding by advertising family, friendly practices and "care about employees more than their work," will attract candidates who want balance, and build a stronger psychological contract and job satisfaction when those practices exist and are delivered.

Meanwhile, the present findings contribute to the continuing discussion on the complication between work, family conflict, job satisfaction and turnover intention in the

literature. It is quite a consistency that job satisfaction serves as a mediator in the relation; nevertheless, some research provides with other mediating or moderating effects, for example, burnout, psychological contract or organizational commitment. The present research confirms the primary role of job satisfaction and indirectly highlights the importance to consider other mechanisms in the future research, especially, in the context of different occupational groups and national culture. For example, in an occupation that is under higher stress level, maybe the emotional exhaustion mediates the relation between work, family conflict and turnover intention, or affective commitment to the organization will mitigate the effect.

Lastly, Proactive actions that organization takes in order to have supportive, flexible, and inclusive work, environments would allow employees to better blend their work and family life roles. As a result, job satisfaction and commitment level would be strengthened, as well as decreasing employee intention to quit. In summary, evidence found in this study shows that when employees feel it is possible to effectively handle their work and family roles without high pressure, employees will perceive job in a positive manner, and will be likely to stay with the organization. Thus, effectively managing work, family conflict should become a key element in the competitive strategy of today's organizations.

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