



## INTER-ROLE CONFLICT AND TURNOVER INTENTION OF INDONESIAN NURSES

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### **Abstract:**

This study aims to examine the influence of work-family conflict (w-f con) on the turnover intention (turn-int). This conflict arises from the dual roles that female nurses in Indonesia must play in two different places. Data were collected from questionnaires completed by 654 female nurses with a minimum of 2 years of nursing experience using a convenience sampling method. The results of the study found that both dimensions of role conflict are correlated and related to job stress (jb-strs). Jb-strs has an effect on increasing turn-int, but w-f con will actually decrease turn-int. Meanwhile, family-work conflict (f-w con) has no direct effect on turn-int. The results of the mediation model test found that jb-strs fully mediates the effect of w-f con on turn-int, but only partially mediates the effect of f-w con on turn-int. The results of this study further strengthen role conflicting theory (RCT), conservation of resource theory (CoRT), and job demand-resource theory (JD-RT). Hospitals need to pay more attention to the balance between work and family life to reduce jb-strs and turn-int.

**Keywords:** 3 work-family conflict, family-work conflict, job stress, turnover intention

### **1. Introduction**

Nursing is a challenging profession in Indonesia due to a very high gap, with 4.45 nurses per 1,000 residents in 2025. This gap can lead to errors in the provision of healthcare services (Kuoatly *et al.*, 2018; Zhang *et al.*, 2020). This situation also places a significant workload on nurses. They have a 24-hour work schedule, generally divided into three shifts. The morning shift runs from 7:00 AM to 3:00 PM, the afternoon shift from 3:00 PM to 11:00 PM, and the night shift from 11:00 PM to 7:00 AM. This shift-based division of labor sometimes results in nurses spending the night in the hospital.

Another concern is that over 60% of nurses in Indonesia are women (Maharani *et al.*, 2025). This situation contributes to the emergence of conflicts related to the relationship between work and family. This conflict arises from the demands of their

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work roles and the demands of their family roles. In Indonesia, the role of married women is to care for their children and family. Women nurses in Indonesia serve as professional nurses with duties and responsibilities in hospitals. However, they also serve as wives, mothers, daughters, and daughters-in-law, facing various demands and expectations from their extended families. These two roles require significant time, attention, and energy, necessitating a balance between them (Sahay & Wei, 2023; Wang & Wang, 2024).

Meanwhile, single nurses are also expected to support their parents' economic needs. They generally have extended families, which may include their husbands, children, and parents. This triggers conflict between work and family. Mothers generally reduce their work hours and workload, reducing the time and energy they spend with their families, especially their children (Aarntzen *et al.*, 2019). If this conflict cannot be resolved effectively, Indonesian women will prioritize family over work or careers.

Researchers agree that work-family conflict (w-f con) has an impact on increasing job stress (jb-strs) (Jaegers *et al.*, 2021; Mansour & Tremblay, 2016), burnout (Bonfanti *et al.*, 2025; Huang *et al.*, 2019), and the desire to resign (Siddiqi *et al.*, 2024; Zhang *et al.*, 2020). On the other hand, W-f con can reduce employee well-being (Biswas *et al.*, 2022; Chuang *et al.*, 2024; Dong *et al.*, 2024; Salazar & Diego-Medrano, 2021), job satisfaction and life satisfaction (Guo *et al.*, 2024; Masdupi *et al.*, 2023), and performance (Fan *et al.*, 2024; Moreira *et al.*, 2023; Yang & Chen, 2020).

Although extensive research has been conducted on w-f con, research on family-work conflict (f-w con) is still rare (Mansour & Tremblay, 2016). Furthermore, research combining both types of conflict, namely w-f con and f-w con, is still needed. Research using both types of conflict as antecedents is still needed because both types of conflict can influence each other. Research by Chuang *et al.* (2024) found that these two conflicts are interconnected and influential, so they cannot be separated. This is supported by Zhang *et al.* (2025) who stated that w-f con and f-w con are part of work-life balance. Li *et al.* (2021) found that both types of conflict are forms of control that affect income, self-esteem, health, well-being, and perceived support. W-f con and f-w con are often triggered by employees' emotional states and relationships with resources, both from family and work (Chen *et al.*, 2025; Ndengu & Leka, 2022).

Employees, especially female employees in Indonesia, experience both types of conflict. Conflict arising from workload can impact work-related matters (Obrenovic *et al.*, 2020). However, conflict within the families of female employees can also impact job-related stress (Probst *et al.*, 2025). Research by Moreira *et al.* (2023) found that these two types of conflict interact and influence each other, potentially reducing employees' well-being and performance. Elahi *et al.* (2022) found that both types of conflict impact employees' job-related stress.

Based on conservation of resource theory (CoRT; Hobfoll, 1989), job-related stress is influenced by the loss of resources at work, both tangible and intangible, as in both types of conflict (Holmgreen *et al.*, 2017). Family is a resource for employees that can strengthen and motivate them. Therefore, the resulting conflict can weaken employees, leading to job-related stress, which can lead to resignation. This is also supported by the

job demand-resource (JD-R) model, which interplays and influences job-stress (Schaufeli, 2017; Scholze & Hecker, 2024). Family is a job resource that provides support for employees at work.

This study aims to strengthen the CoRT and JD-RT, which underlie the influence of w-f con and f-w con on job-stress and employee turnover intentions. The study was conducted using hospital nurses as respondents. W-f con is a type of conflict that is actually experienced by both female and male employees equally (Huang *et al.*, 2019). However, f-w con has not yet differentiated how women and men experience this type of conflict originating from the family. Both w-f con and f-w con are more common in countries with collectivist cultures than individualistic ones, therefore, research on both dimensions of conflict is necessary in Indonesia. Meanwhile, researchers have also agreed that job-stress can trigger their desire to resign from their workplace (Dodanwala & Santoso, 2022; Hao *et al.*, 2020; Nazir *et al.*, 2022; Tziner *et al.*, 2015; Vui-Yee & Yen-Hwa, 2020).

## 2. Literature Review

CoR theory (Hobfoll, 1989) has been widely applied to examine how human and organizational resources relate to w-f con and f-w con and impact job-stress (Obrenovis *et al.*, 2020). This theory also underpins the understanding that job-stress can trigger burnout because people perceive a loss of resources. CoRT also explains how w-f con affects employee stress. According to CoRT, individuals who lack or even lose resources will experience stress. CoRT is supported by JD-RT (Bakker *et al.*, 2023), which states that work and family conditions can be both resources and demands for employees, influencing their behavior, well-being, and performance. However, JD-RT also underpins how w-f con can occur due to excessive work demands, leading to employee stress, which in turn leads to conflict (Rheume, 2022).

In addition to these two theories, person-environment fit (P-EF) theory also underlies how individuals perceive stress in their environment (Obrenovis *et al.*, 2020). This theory postulates that the self and the environment are valuable resources and play a crucial role for individuals. W-f con and f-w con are two dimensions of individual resources that can trigger stress and even the desire to resign. If these two conflicts interfere with their lives, the individual experiencing the conflict will experience stress, leading to the decision to stay or leave their job. In general, women will choose their family because it will contribute to their career success (Valcour & Ladge, 2008).

Work-life balance is a desire and expectation of employees because it is a form of resource (Vieira *et al.*, 2018). However, how work demands can increase W-F Con, while family expectations can also trigger f-w con. W-f con is a dimension of imbalance or conflict originating from work and affecting the family, while f-w con is an imbalance originating from roles and responsibilities within the family that impacts work (Netemeyer *et al.*, 1996). This conflict is more pronounced in collectivist cultures than individualistic cultures (Vaziri *et al.*, 2022). Both types of conflict are distinct but related dimensions (Huang *et al.*, 2019; Xu *et al.*, 2020). W-f con and f-w con are part of the

demands of work-family balance that impact turn-int (Barnett *et al.*, 2019; Choi *et al.*, 2018; Rahman & Ali, 2021; Yu *et al.*, 2020).

The influence of these two conflict dimensions on work-family stress remains unclear. Many researchers have found that work and family conflict can trigger stress (Elahi *et al.*, 2022; Rubio *et al.*, 2015), but others have found the opposite, suggesting that stress can trigger it (Don *et al.*, 2024). Others have only found that both conflicts are related to stress without specifying which variables are antecedents and which are consequences (Huang *et al.*, 2019; Jaeger *et al.*, 2021). Meanwhile, researchers have agreed on the influence of stress on turnover intention (Tziner *et al.*, 2015). Both women and men can experience work and family conflict (Huang *et al.*, 2019). Furthermore, researchers also agree that stress can trigger various attitudes and behaviors, such as the desire to resign (Hao *et al.*, 2020). Some proposed hypotheses are:

- H1: W-f con increases jb-strs.
- H2: W-f con increases turn-in.
- H3: F-w con increases jb-strs.
- H4: F-w con increases turn-in.
- H5: Jb-Stres increase turn-in.

The effects of w-f con and f-w con on turn-in are generally direct, but can also be mediated through mediating variables (Fei *et al.*, 2023). Several researchers have found that w-f con and f-w con have a direct effect on turn-in (Lee *et al.*, 2023; Rasheed *et al.*, 2018; Siddiqi *et al.*, 2024). Meanwhile, other researchers have found that the influence of w-f con and f-w con on turn-in is mediated by jb-strs (Lu *et al.*, 2017; Mansour & Tremblay, 2016; Ofori *et al.*, 2018; Peng *et al.*, 2024; Wen *et al.*, 2023). The conflict experienced by working women can indeed cause stress in the workplace. This aligns with role conflict theory, which explains that role conflict between family and work can increase stress in the workplace (Ebberts & Wijnberg, 2017). Therefore, the hypotheses tested are:

- H6: Jb-strs mediate the influence of w-f con on turn-in.
- H7: Jb-strs mediate the influence of f-w con on turn-in.

### 3. Material and Methods

#### 3.1 Sample and Procedures

The study was conducted using primary data collected using a questionnaire adapted from the research of Karatepe & Baddar (2006). The questionnaire was distributed to female nurses who had worked in hospitals in Indonesia for at least two years. Data collection used a convenience sampling method over a five-month period. A total of 654 nurses participated by completing the questionnaire. The collected data were tested. The questionnaire's validity was tested using factor analysis and its reliability using internal consistency. The correlation between the constructs was then tested. The influence of independent variables on the dependent variable was directly tested using SPSS software, while the mediation model was tested using Smart PLS 4.0.

### 3.2 Measurement

The research questionnaire was adapted from the research of Karatepe and Baddar (2006) and translated into Indonesian. Several constructs tested were w-f con, f-w con, job stress, and turn-in. Three items of the w-f con questionnaire are valid and reliable out of the 4 questionnaire items used (loading factor 0.873 to 0.895, KMO = 0.733, sign. = 0.000,  $\alpha$  = 0.875, for example: time to complete work makes it difficult for me to carry out my obligations in the family). Four items of the f-w con questionnaire are all valid and reliable (loading factor 0.850 to 0.881, KMO = 0.831, sign. = 0.000,  $\alpha$  = 0.888, for example: family demands interfere with my work activities). Six items of the jb-strs questionnaire are all valid and reliable (loading factor 0.714 to 0.837, KMO = 0.888, sign. = 0.000,  $\alpha$  = 0.871, for example: my job makes me always wake up in the middle of the night). Two of the three items in the turn-in questionnaire were valid and reliable (loading factor 0.930, KMO = 0.50, sign = 0.000,  $\alpha$  = 0.844, e.g., "I will probably look for a new job next year"). The valid and reliable questionnaire was used for the next testing process, namely the correlation between constructs. The correlation results are presented in Table 1.

**Table 1:** Correlation Between Constructs

		W-F Con	F-W Con	Jb-Strs	Turn-In
<b>W-F Con</b>	Pearson Correlation	1	.255**	.482**	-.003
	Sig. (2-tailed)		.000	.000	.934
	N	654	654	654	654
<b>F-W Con</b>	Pearson Correlation	.255**	1	.522**	.139**
	Sig. (2-tailed)	.000		.000	.000
	N	654	654	654	654
<b>Jb-Strs</b>	Pearson Correlation	.482**	.522**	1	.161**
	Sig. (2-tailed)	.000	.000		.000
	N	654	654	654	654
<b>Turn-Int</b>	Pearson Correlation	-.003	.139**	.161**	1
	Sig. (2-tailed)	.934	.000	.000	
	N	654	654	654	654

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 1 shows that all constructs tested in this study have very weak to moderate correlations. W-f con is weakly correlated with f-w con, moderately with jb-strs, and uncorrelated with turn-int. F-w con is moderately correlated with jb-strs and very weakly with turn-int. Meanwhile, job stress is very weakly correlated with turn-int. This is in accordance with Lomri and Dasari (2024) that a very weak correlation is at a value of 0 to 0.19, a weak correlation is at a value of 0.2 to 0.39, and a moderate correlation is 0.40 to 0.59. This raises the suspicion of the presence of a mediating variable. The study tested the direct influence of w-f con, f-w con, and jb-strs on turn-int of nurses in Indonesia using SPSS, followed by testing the mediation model using Smart PLS.

## 4. Results and Discussion

### 4.1 Test of the Direct Effect of Independent Variables on the Dependent Variable

Before testing the direct effect of independent variables on the dependent variable, data normality, heteroscedasticity, and multicollinearity were tested as prerequisites for multiple linear regression. The results of the normality test using the P-Plot are presented in Figure 1.

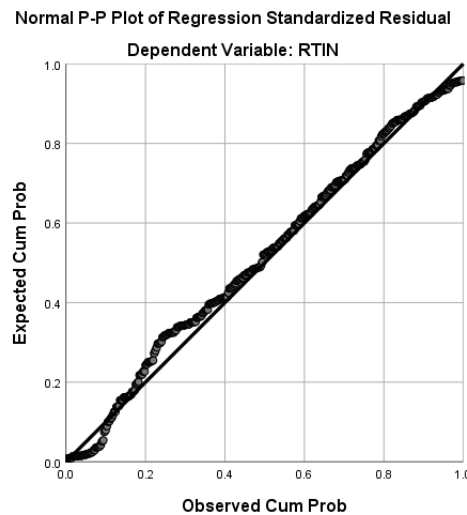


Figure 1: Data Normality Test Results

The results of the p-plot test for normality indicate a normal distribution, as the data lie along the diagonal line. Next, a heteroscedasticity test was performed using a scatter plot. The results are presented in Figure 2.

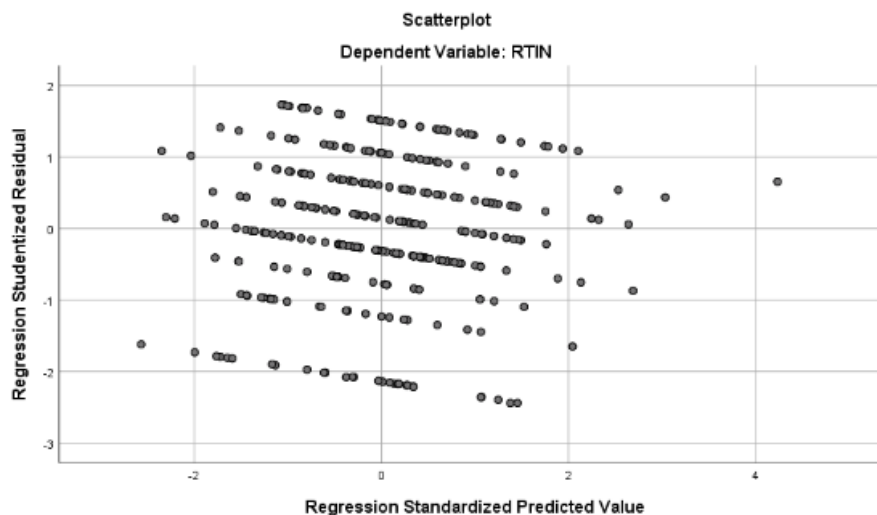


Figure 2: Heteroscedasticity Test Results

The results of the heteroscedasticity test using a scatter plot indicate that the data are evenly distributed and do not form a specific pattern. This indicates that the data

meets the heteroscedasticity criteria. Next, a multicollinearity test was performed. The results are presented in Table 2.

**Table 2:** Results of the Multicollinearity Test and the Direct Effect Test

Coefficients <sup>a</sup>											
Model		Unstand. Coeff.		Stand. Coeff.	t	Sig.	Correlations			Collinearity Statistics	
		B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	3.138	.307		10.236	.000					
	W-F Con	-.128	.052	-.109	-2.475	.014	-.003	-.097	-.095	.764	1.310
	F-W Con	.088	.052	.075	1.669	.096	.139	.065	.064	.727	1.375
	Jb-Strs	.218	.062	.174	3.487	.001	.161	.136	.134	.597	1.676

a. Dependent Variable: Turn-In

The multicollinearity test results showed a variance inflation factor (VIF) of less than 10 and a tolerance value of more than 0.10, indicating no multicollinearity in the constructs studied. Table 2 also found that turn-in was directly influenced by w-f con and jб-strs (hypotheses 2 and 5 were supported), but not by f-w con (hypothesis 4 was not supported). The joint influence of the three independent variables on the dependent variable is presented in Table 3a and Table 3b.

**Table 3a:** Direct Effect of Independent Variables on the Dependent Variable

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.922	4	8.231	6.812	.000 <sup>b</sup>
	Residual	784.170	649	1.208		
	Total	817.092	653			

a. Dependent Variable: turn-in  
b. Predictors: (Constant), jб-Strs, w-f con, f-w con

Table 3a shows that all three independent variables have a significant positive effect on the dependent variable. This indicates that w-f con, f-w con, and jб-strs have been shown to encourage employees, particularly nurses, in Indonesian hospitals to leave their jobs. Next, we examined the percentage effect of all independent variables on the dependent variable. The results are presented in Table 3b.

**Table 3b:** The Influence of Independent Variables on Dependent Variable

Model Summary <sup>b</sup>									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.201 <sup>a</sup>	.040	.034	1.09921	.040	6.812	4	649	.000

Predictors: (Constant), jб-strs, w-f con, f-w con  
Dependent Variable: turn-int

Table 3b shows that the influence of the three independent variables on the dependent variable is 3.4%. This indicates that although the three independent variables jointly influence the dependent variable, the effect is weak or small. Testing the Effect of Job Stress as a Mediator in the Two-Dimensional Model of Conflict on Turnover Intention Smart PLS also conducted validity and reliability tests with outer loadings > 0.70, Cronbach's Alpha > 0.70, composite reliability  $\geq$  0.70, and hierarchical omega > 0.70 (Hair *et al.*, 2017). Meanwhile, Smart PLS uses an average variance extraction criterion of  $\geq$  0.50 to test convergent validity (Hair *et al.*, 2017).

**Table 4:** Items listing, Outer Loading, CR, AVE

Construct	Indicators	Weights (β)	Cronbach's Alpha	Rho_A	CR	AVE
Work-Family Conflict	W-F Con1	0.857	0.858	0.863	0.886	0.661
	W-F Con2	0.879				
	W-F Con3	0.885				
Family-Work Conflict	F-W Con1	0.857	0.889	0.921	0.925	0.673
	F-W Con2	0.879				
	F-W Con3	0.880				
	F-W Con4	0.847				
Job Stress	Jb Str1	0.747	0.871	0.878	0.905	0.656
	Jb Str2	0.820				
	Jb Str3	0.807				
	Jb Str4	0.735				
	Jb Str5	0.840				
	Jb Str6	0.730				
Turnover Intention	Turn-int1	0.928	0.844	0.988	0.969	0.940
	Turn-int2	0.932				

**Source:** The Author.

Table 4 shows that the 3 w-f con questions, 4 f-w con questions, 6 jb-str items, and 2 turn-int items are valid and reliable. All outer loading values are above 0.70, and the Cronbach's Alpha, hierarchical omega, and composite reliability values are above 0.70. Convergent validity is also met, with an AVE value above 0.50. Furthermore, Table 4 presents discriminant validity with a heterotrait-monotrait ratio (HTMT) criterion of < 1 (Hair *et al.*, 2021).

**Table 4:** Discriminant Validity (HTMT Ratio)

Latent Construct	W-F Con	F-W Con	Jb-Strs	Turn-Int
Work-Family Conflict				
Family-Work Conflict	0.294			
Job Stress	0.557	0.593		
Turnover Intention	0.020	0.160	0.188	

**Source:** Primary Data, processed.

Discriminant validity aims to ensure that the constructs under study are distinct from one another. A HTMT value < 0.85 indicates very strong discriminant validity (Ringle *et al.*, 2023). This study demonstrated very strong differences between the variables or

constructs studied. To strengthen the discriminant validity test, the Fornell-Larcker criteria were also used, as shown in Table 5.

**Tabel 5:** Fornell-Larcker

Latent Construct	F-W Con	Jb-Strs	Turn-Int	W-F Con
Family-Work Conflict	0.866			
Job Stress	0.524	0.781		
Turnover Intention	0.140	0.162	0.930	
Work-Family Conflict	0.258	0.484	-0.003	0.883

**Source:** Primary Data, processed.

The results of the discriminant validity test using Fornell-Larcker show that the Ave root value of each variable is greater than the correlation between constructs. Table 5 shows that the AVE root value of f-w con 0.866 is higher than the correlation between constructs below it (with jb-strs 0.524; with turn-int 0.140; with w-f con 0.258), the AVE root value of jb-strs 0.781 is higher than the correlation between constructs below it (with turn-int 0.162; with w-f con 0.484), and the AVE root value of turn int is also higher than the correlation with w-f con -0.003. This indicates that the discriminant validity is fulfilled with Fornell-Larcker. Furthermore, Smart-PLS also tests the multicollinearity of the constructs presented in Table 6.

**Tabel 6:** Collinearity Statistic

Latent Construct	Inner VIF Values
F-w con → jb-strs	1.071
F-w con → turn-int	1.379
Jb-strs → turn-int	1.680
W-f con → jb-strs	1.071
W-f con → turn-int	1.305

**Source:** Primary Data, processed.

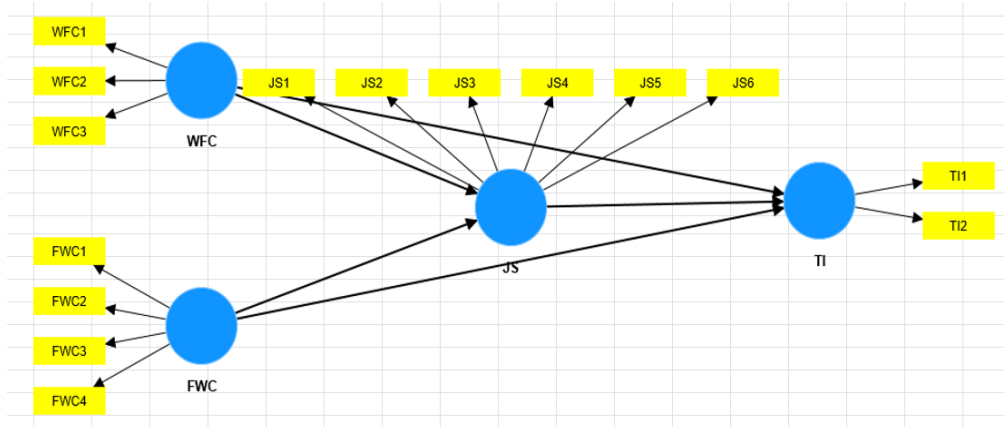
Table 6 shows that the VIF values are less than 5. This indicates that there is no multicollinearity between all the independent variables studied and the dependent variable. After all requirements have been met, both for the measurement instrument or questionnaire and the data, the next step is to examine the direct relationship model between all independent variables and the dependent variable. The results are presented in Table 7.

**Tabel 7:** Structural Model

Variable Relationship	β	t-values	R <sup>2</sup>	p-values	Results
F-w con → jb-strs	0.428	11.556	0.403	0.000	Significant
W-f con → jb-strs	0.373	10.048		0.000	Significant
F-w con → turn-int	0.076	1.712	0.035	0.087	Not significant
Jb-strs → turn-int	0.174	3.485		0.000	Significant
W-f con → turn-int	-0.107	2.445		0.015	Significant

**Source:** The Author.

Table 7 shows that all independent variables have a significant positive effect on the dependent variable, except for the insignificant effect of f-w con on turn-int. The results of the direct effect test using Smart PLS are consistent with the results of the multiple linear regression test using SPSS. In other words, hypotheses 1 and 3 are supported. Next, a mediation test for job stress on the influence of w-f con and f-w con on turnover intention was conducted, as presented in Figure 1 and Table 8.



**Figure 1: Mediating Model**

**Tabel 7: Mediation Effects**

Variable Effects	Coefficient	t-values	p-values	Results	Remarks
Direct Effect (W-F Con → Turn-int)	-0.107	2.445	0.015	Significant	Partially Mediation
H6: Indirect Effects (W-F Con → jb-strs → turn-int)	0.065	3.117	0.002	Significant	
Direct Effect (F-W Con → turn-int)	0.076	1.712	0.087	Not Significant	Fully Mediation
H2: Indirect Effects (F-W Con → jb-strs → TI)	0.074	3.319	0.001	Significant	

Source: The Author.

Figure 1 shows the model tested in this study, in which job-stress mediates the influence of w-f con and f-w con on turn-in. The results of the mediation model test indicate that job-strs partially mediates the influence of w-f con on turn-in (hypothesis 6 is partially supported), while job-stress fully mediates the influence of f-w con on turn-in (hypothesis 7 is fully supported).

This study aimed to examine the influence of w-f con, f-w con, and job-strs on turn-in among female nurses working in hospitals in Indonesia. The disparity between the number of nurses and the number of patients they must care for is very high, leading to role conflict among these nurses. Professional work demands and demands for responsibility and care for family are two conflicting roles that female nurses in Indonesia must juggle.

The results found that w-f con influences job-stress and turn-in among these female nurses. This is consistent with the results of previous studies that w-f con has an impact

on increasing stress (Jaegers *et al.*, 2021; Lu *et al.*, 2017; Mansour & Tremblay, 2016; Probst *et al.*, 2025) and turn-int (Fei *et al.*, 2023; Lee *et al.*, 2023; Rasheed *et al.*, 2018; Wen *et al.*, 2023). The results of this study also support the results of previous studies that job-strs mediate the effect of w-f con on turn-int (Lu *et al.*, 2017; Mansour & Tremblay, 2016; Ofori *et al.*, 2018; Peng *et al.*, 2024; Wen *et al.*, 2023). Meanwhile, the effect of f-w con on job-strs is significantly positive, but has no effect on turn-int. This situation differs from previous research findings, which generally combined these two types of conflict into a single construct (Gull *et al.*, 2023; Mansour & Tremblay, 2016). Radebe and Ncube (2025) and Yavas *et al.* (2008), who used both conflict dimensions separately, found that the influence of w-f con and f-w con on turn-in was significantly positive.

Both conflict dimensions studied also had a positive effect on job-strs. These findings are consistent with previous research (Dodanwala & Santoso, 2022; Jerg-Bretzke *et al.*, 2020; Smith *et al.*, 2018). This suggests that both roles played by female nurses are crucial to their lives. Families must support nurses to perform their work effectively and advance their careers. Conversely, well-performed work contributes to a sense of well-being and happiness within their families.

The results of this study further strengthen the underlying theories, namely CoR theory, JD-R theory, and role conflict theory. Family and work are resources for employees that, if not managed well and do not go hand in hand, will cause role conflict. This role conflict (w-f con and f-w con) can have a negative impact on work, especially job-strs. W-f con can even lead to employee desire to resign, while job-strs also mediates that encourage turnover. Therefore, companies need to pay attention to the harmony of the relationship between the work environment and the family of employees.

## 5. Recommendations

Conflicts, whether caused by family issues or personal issues at work, must be resolved effectively because they can impact employee stress and the desire to resign from the organization. This research reinforces the CoRT and JD-RT, which underlie the need to consider employees' internal resources and job demands, which can have negative impacts if not managed properly. Future research is needed to expand the examination of the impact of inter-role conflict on employees.

## 6. Conclusion

Work-family role conflict cannot be underestimated. Both employees and companies must strive for harmony between the two. Paying attention to employees' families is one way to maintain this harmonious relationship. Turn-in is the attitude employees choose when this imbalance occurs. This study used two types of role conflict separately, and both had different impacts on turn-in. This shows that although researchers have combined these two dimensions of role conflict, they have been shown to be distinct yet interrelated.

This study is not without its weaknesses, such as the use of cross-sectional data to test the mediation model. Future research should utilize longitudinal data to test the mediation model to obtain the desired results. Furthermore, more research data will yield more robust conclusions.

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### **Conflict of Interest Statement**

The author declare no conflicts of interest.

### **About the Author(s)**

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