

UNDERSTANDING EMPLOYEE TURNOVER INTENTION: THE EFFECTS OF WORK-FAMILY CONFLICT, JOB STRESS, AND WORK-LIFE BALANCE

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ABSTRACT

This study aims to evaluate the effects of work-family conflict, work stress, and work-life balance on turnover intention among employees at the International Post Center (IPC) of PT Pos Indonesia (Persero) in Denpasar. High work pressure and demands have the potential to trigger role conflict, increase stress levels, and disrupt employees' work-life balance, ultimately leading to a desire to quit. The research method used is quantitative, employing a survey approach. The population in this study includes all IPC employees at PT Pos Indonesia (Persero) in Denpasar, using a saturated sampling technique. Data were collected through questionnaire distribution and analyzed using multiple linear regression analysis. The study findings indicate that work-family conflict and work stress have a positive and significant impact on turnover intention. Conversely, work-life balance has a negative and significant impact on turnover intention. These findings indicate that the higher the level of work-family conflict and work-related stress, the higher the employees' intention to leave the company. However, the better the work-life balance employees experience, the lower their intention to change jobs.

Keywords: turnover intention, work-life balance, work-family conflict, job stress

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1. INTRODUCTION

Human resources (HR) are an organization's most valuable asset because technology and other systems cannot replace them. According to Sutrisno (2020), HR must be managed effectively to achieve organizational goals. High-quality HR helps organizations compete, adapt, and grow sustainably; as noted by Pertekan et al. (2020), having talented and skilled employees facilitates the achievement of organizational goals and enhances quality.

Work-family conflict is one of the primary reasons influencing employees' intention to leave (turnover intention) across various organizations. Meilaty (2020) explains that this conflict can increase psychological stress, which in turn drives employees' desire to leave the organization. Consistent with this, this study demonstrates that work-family conflict has a positive and significant impact on turnover intention. Kristin (2020) explains that work-family conflict directly increases turnover intention. Finthariasari (2021) states that work-family conflict can increase emotional conflict in the workplace, which can trigger resignation. Sari (2019) found that work-family conflict has a negative impact as it can reduce work motivation, leading to turnover intention. Meanwhile, according to Rizki (2022), work-family conflict can encourage companies to improve work flexibility policies, which can reduce turnover intentions. This study indicates that organizational adaptation can assist employees. Research by Allen and French (2022) demonstrates that employees experiencing work-family conflict are more likely to leave their jobs due to difficulties in balancing work and family demands.

In the context of the IPC division at PT Pos Indonesia, employees often have to work irregular hours to accommodate international flight schedules and time zone differences, which can disrupt family time and create work-family conflict. Another factor is work-related stress. Stress in the workplace is a crucial factor that plays a significant role in triggering turnover intention. Robbins and Judge (2020) define work stress

as a dynamic state in which an individual is confronted with opportunities, demands, or obstacles related to what is highly desired, yet the outcomes are perceived as uncertain and significant. A study conducted by Podsakoff et al. (2021) revealed a strong positive correlation between work-related stress and turnover intention; employees with high stress levels tend to seek new jobs as a coping mechanism. In line with this, Fatwa (2021) found that work-related stress positively influences the desire to leave a job due to excessive pressure. This research indicates that stress that is not properly managed can trigger the intention to leave. Rizal (2021) also emphasizes that work-related stress can lead to mental health issues that drive employees to resign. Additionally, Hendri (2022) and Puspitawati et al. (2024) explains that work-related stress can reduce productivity, which ultimately leads to the decision to quit. Overall, these studies confirm that work-related stress has a significant positive effect on employee turnover rates. Meanwhile, research conducted by Rina (2022) found that effective stress management can drive the development of wellness programs, indicating that support programs can assist employees. Based on this study, it is evident that work-related stress has a negative impact on turnover

Work-life balance is a crucial element influencing employees' intention to change jobs. This issue has become a growing concern for modern workers. According to Kossek and Lee (2020), work-life balance is an individual's perception that activities at work and outside of work mutually support and contribute to personal development in alignment with their life priorities. A lack of alignment between these two domains can drive individuals to seek new jobs that better support their work-life balance. A longitudinal study by Wayne et al. (2021) showed that workers with good work-life balance tend to have lower intentions to change jobs. Rizki (2021) explains that this balance, particularly in terms of flexibility, can encourage employees to remain with the company. In line with this, Dewi (2022) adds that work-life balance can reduce stress, which directly influences the decision not to resign. Hendri (2023) also found that a balance between work and personal life can enhance employee loyalty, emphasizing the importance of organizational support in fostering a harmonious work environment.

Research on work-related stress, work-family conflict, and work-life balance has become a primary focus in human resource management. Shockley and Singla (2021) found that conflict between work and family acts as a mediator between job characteristics and negative outcomes for employees, including high turnover intention. Meanwhile, a study conducted by French et al. (2020) revealed that work stress and work-life balance have an interactive effect on employees' decisions to leave an organization, where a combination of high stress and poor work-life balance creates the highest-risk conditions for turnover.

Research findings from the IPC division indicate that the logistics industry faces unique challenges in human resource management due to time-sensitive operational nature, complex regulations, and 24/7 service demands that can create additional pressure for employees. As a state-owned enterprise, PT Pos Indonesia (Persero) bears an additional responsibility to serve as a role model in human resource management. However, internal company data indicates a rising trend in turnover intention across several departments, including the IPC division. This phenomenon is a serious concern given the company's investments in training and developing IPC employees, who require specialized skills in handling international shipments. The loss of experienced employees can impact service quality and operational efficiency. This is evident from the phenomenon of turnover intention reflected in the indicator of the desire to resign. This occurs because there are still employees who wish to resign from PT Pos Denpasar. The data showing an increase in turnover intention among IPC Denpasar employees over the past five years is presented as follows:

Table 1. Turnover Intention PT.Pos Indonesia (Persero) Denpasar IPC Denpasar Division 2020–2025

Year	Month	Start	New Hires	Employees Leaving	Total	Percentage %
2020	January – December	50	0	1	49	2%
2021	January – December	49	1	0	50	0%

2022	January – December	50	0	2	48	4%
2023	January – December	48	0	3	45	6.25%
2024	January – December	45	1	2	44	4.4%
2025	January – December	44	0	0	44	0%
Total	2020–2025	-	2	8	44	-

Source: IPC Denpasar (2020–2025)

Table 1 shows that the highest turnover intention occurred in 2023. This indicates that there are still employees who choose to leave their jobs due to various factors. This study is important to provide a comprehensive understanding of the factors influencing turnover intention within the IPC division of PT Pos Indonesia (Persero) Denpasar. By identifying the effects of work-related stress, work-family conflict, and work-life balance on turnover intention, this study is expected to provide valuable insights for management in developing effective employee retention strategies. Additionally, it is hoped that this study will contribute to the development of literature on turnover intention within the context of the postal and logistics industry in Indonesia.

2. LITERATURE REVIEW AND HYPOTHESES

Social Exchange Theory

The theory underpinning this study is Social Exchange Theory. Based on the social exchange model in the context of employment relationships, employees strive to achieve a balance in their interactions with the organization through behaviors and attitudes commensurate with the level of the company's commitment to them (Wayne, Shore, & Liden, 1997). This theory states that if a company treats its employees well, employees will feel committed to reciprocating with positive behaviors reflected in their performance. Social Exchange Theory explains the elements and processes involving individuals in their efforts to obtain specific rewards. In this study, the theory is linked to the variables of work-family conflict, work stress, and work-life balance, which will subsequently influence employees' intention to leave their jobs (turnover intention).

Work-Family Conflict

Frone (2000) explains that work-family conflict occurs when individuals experience an imbalance between work and family roles. This conflict arises because the time, energy, and attention devoted to fulfilling work responsibilities may reduce an individual's capacity to participate in family activities and perform family-related duties. In this regard, Shockley and Singla (2021) identify several indicators of work-family conflict, including job demands, where high work demands can drain the time and energy needed for family life; role ambiguity, in which unclear work roles may create stress and intensify conflict between work and family responsibilities; work schedule predictability, as a predictable work schedule enables individuals to plan family activities more effectively; job autonomy, which refers to the degree of flexibility and control individuals have in managing their work and balancing it with family needs; and career stage pressures, namely pressures associated with particular stages of career development that may influence how individuals prioritize their professional advancement and family life.

Work-Related Stress

Brown and Davis (2024), in their longitudinal study published in the *European Journal of Work and Organizational Psychology*, identified work-related stress as a progressive condition reflected in several stages of indicators. At the early stage, stress may appear through mild fatigue, reduced motivation, and minor health complaints. At the intermediate stage, it becomes more evident through chronic fatigue, sleep disturbances, and interpersonal difficulties. In the advanced stage, work-related stress may develop into burnout syndrome, serious health problems, and a substantial decline in work performance.

Work-Life Balance

Work-life balance refers to the extent to which individuals are able to experience satisfaction and harmony across the various roles they perform in life. This concept reflects an individual's capacity to manage boundaries between the professional domain, including career goals and work-related ambitions, and the personal domain, which includes happiness, family relationships, personal time, and spiritual development (Waskito & Putri, 2022). According to Voydanoff (2020), work-life balance can be assessed through several key indicators, namely work-family conflict, work-family fit, work-family enrichment, and the overall balance between work and family roles.

Turnover Intention

According to Veithzal (2020), turnover intention refers to an employee's voluntary intention or desire to leave their current position and seek employment in another organization. Waskito and Putri (2021) identify several indicators of turnover intention, including increased absenteeism, job burnout, complaints about supervisors, rising disciplinary problems, changes in work behavior, and active job searching.

Hypothesis

Based on the literature review, previous research, and the conceptual framework, the following hypotheses were formulated.

H1: Work-family conflict has a positive and significant effect on employee turnover intention in the IPC division at PT. Pos Indonesia (Persero) in Denpasar.

H2: Work stress has a positive and significant effect on turnover intention

H3: Work-life balance has a significant negative effect on employee turnover intention in the IPC division at PT. Pos Indonesia (Persero) Denpasar.

3. RESEARCH METHODS

This study was conducted at the International Post Center (IPC) of PT Pos Indonesia (Persero) in Denpasar. The study involved 44 respondents, and because the entire population was used as the sample, the sampling technique applied was saturated sampling. The respondents also served as the primary data source. Data were collected through questionnaires using a Likert scale as the measurement instrument. The collected data were then analyzed using IBM SPSS Statistics, covering classical assumption tests, multiple linear regression analysis, multiple correlation analysis, coefficient of determination (R^2), and partial significance testing through the t-test.

4. RESULTS AND DISCUSSION

Classical Assumption Tests

a. Normality Test

The results of the normality test are presented in Table 2.

Table 2. Normality Test Results	
Description	Value
N	44
Test Statistic	0.096
Asympt. Sig. (2-tailed)	0.200

Source: processed data (2025)

Based on Table 2, it can be seen that the Asymp. Sig. (2-tailed) value for all variables is 0.200, where the significance level is higher than 0.05. This indicates that the entire dataset is normally distributed.

b. Multicollinearity Test

The results of the multicollinearity test are presented in Table 3 below.

Table 3. Multicollinearity Test Results

Variable	Collinearity Statistics		Description
	Tolerance	VIF	
Work-Family Conflict (X1)	0.358	2.790	Free of multicollinearity
Work Stress (X2)	0.245	4.075	Free of multicollinearity
Work-Life Balance (X3)	0.319	3.137	Free of multicollinearity

Source: processed data (2025)

The results of the multicollinearity test in Table 4.2 show that the work-family conflict variable (X1) has a tolerance value of 0.358, work stress (X2) of 0.245, and work-life balance (X3) of 0.319, where all of these variables have tolerance values above 0.1 (10 percent), and the variance inflation factor (VIF) for work-family conflict (X1) is 2.790, work stress (X2) is 4.075, and work-life balance (X3) is 3.137, where all variables have a variance inflation factor (VIF) <10, making it possible to conclude that the regression model does not exhibit multicollinearity (free of multicollinearity).

c. Heteroscedasticity Test

The results of the heteroscedasticity test can be seen in Table 4 as follows:

Table 4. Results of the Heteroscedasticity Test

Variable	Sig Value	Description
Work-Family Conflict (X1)	0.813	Free of heteroscedasticity
Work Stress (X2)	0.282	Free of heteroscedasticity
Work-Life Balance (X3)	0.273	Free of heteroscedasticity

Source: processed data (2025)

Based on the results of the heteroscedasticity test, significant values were found for several independent variables: work-family conflict (X1) had a value of 0.813, work stress (X2) of 0.282, and work-life balance (X3) of 0.273, where these values are higher than 0.05, making the model free from heteroscedasticity.

Data Analysis Results

Based on the calculations from IBM SPSS Statistics version 26, the following results were obtained:

Table 5. Results of Multiple Linear Regression Analysis

Dependent Variable	Independent Variables	Regression Coefficient	Standard Error	t-value	Significance
Attention Turnover (Y)	(Constant)	0.479	1.015	0.472	0.640
	Work-Family Conflict	0.220	0.092	2.382	0.022
	Work-Related Stress	0.242	0.099	2.439	0.019
	Work-Life Balance	-0.271	0.129	-2.105	0.042
Adjusted R-squared	= 0.756		Calculated F	= 45.430	
N	= 44		Prob.	= 0.000	

Source: processed data (2025)

Discussion

Analysis of the Effect of Work-Family Conflict on Turnover Intention

Based on the results of the data analysis, the work-family conflict variable yielded a regression coefficient of 0.220 with a significance level of 0.022. Given that this significance value is smaller than the alpha threshold (0.05), it can be concluded that work-family conflict has a positive and significant effect on employees' turnover intention at the IPC unit of PT Pos Indonesia (Persero) in Denpasar. This finding implies that every increase in the intensity of conflict between the work and family domains will drive an increase in employees' desire to leave the organization.

This phenomenon indicates that the inability to balance work responsibilities and domestic affairs is not merely a personal issue but a critical organizational one. If management fails to provide support or solutions to mitigate such conflicts, employees tend to seek greater life autonomy by resigning. This is the underlying reason why work-family conflict is a strong predictor of high turnover intention. Thus, the hypothesis stating that work-family conflict has a positive and significant impact on the turnover intention of IPC employees at PT Pos Indonesia (Persero) Denpasar is officially accepted.

Analysis of the Effect of Work Stress on Turnover Intention

Based on the statistical test results, the work stress variable obtained a regression coefficient of 0.242 with a significance level of 0.019. Given that the significance value (0.019) is smaller than the alpha standard (0.05), it can be concluded that work stress has a positive and significant impact on turnover intention among employees in the IPC division of PT Pos Indonesia (Persero) Denpasar. This finding implies that every increase in the level of stress experienced by employees is directly proportional to an increase in their desire to leave the organization. This condition indicates that work-related stress serves as a signal that the psychological burden employees bear in remaining with the company has exceeded the benefits they receive. Employees tend to view resignation as a defense mechanism to restore physical and mental stability from sources of work-related stress.

This finding aligns with King's (in Asih et al., 2020) view, which explains that work-related stress can trigger psychosomatic imbalances that affect an individual's emotional stability and thought patterns. Furthermore, the findings of this study align with the study by Ahmad and Afandi (2020) and Puspitawati et al. (2024), which confirmed that work-related stress is a significant positive predictor of turnover intention. Thus, the hypothesis stating that work-related stress has a positive and significant impact on the turnover intention of employees at IPC PT Pos Indonesia (Persero) Denpasar is officially accepted.

Analysis of the Effect of Work-Life Balance on Turnover Intention

Based on the data analysis results, a regression coefficient of -0.271 was obtained for the work-life balance variable with a significance level of 0.042. Given that the significance level (0.042) is lower than the alpha threshold (0.05), it can be concluded that work-life balance has a negative and significant impact on turnover intention among employees in the IPC division of PT Pos Indonesia (Persero) in Denpasar. This indicates an inverse relationship; that is, the higher the level of work-life balance employees experience, the lower their intention to leave the company. These research findings reinforce the theory proposed by Waskito and Putri (2022), which states that satisfaction in balancing dual roles significantly influences employee retention. Work-life balance is a holistic concept encompassing the harmonization of professional demands (career and ambition) with personal needs (happiness, family, recreation, and spiritual aspects). When individuals feel their personal needs are met alongside their workplace responsibilities, loyalty to the organization increases.

This finding is also consistent with the study conducted by Rahmat et al. (2020), which demonstrated that the effectiveness of work-life balance has a significant negative impact on turnover intention. Thus, the hypothesis stating that work-life balance has a significant negative impact on turnover intention among IPC department employees at PT Pos Indonesia (Persero) Denpasar is formally accepted.

5. CONCLUSION

Conclusion

Based on the results of the data analysis and discussion, it can be concluded that work-family conflict, work-related stress, and work-life balance significantly influence the turnover intention of employees in the IPC division of PT Pos Indonesia (Persero) in Denpasar. Work-family conflict has a positive and significant effect on turnover intention, indicating that employees who experience greater conflict in balancing work and family roles tend to have a stronger intention to leave the company. Work-related stress also has a positive and significant effect on turnover intention, suggesting that higher levels of pressure and stress in the work environment increase employees' tendency to seek other employment

opportunities. Conversely, work-life balance has a negative and significant effect on turnover intention, meaning that employees who are better able to balance their professional and personal lives are less likely to intend to leave the organization.

Limitations and Recommendations

This study has several limitations that should be considered in future research. First, the study was conducted only in one location, namely the International Post Center (IPC) division of PT Pos Indonesia (Persero) in Denpasar; therefore, the findings cannot be broadly generalized to other divisions or organizations. Second, the number of respondents was limited to 44 employees who were willing to participate, which may not be sufficient to fully represent the wider employee population. Third, this study employed a cross-sectional design, meaning that the data were collected within a specific period of time, while organizational conditions and employee perceptions may change over time. For this reason, future studies are encouraged to expand the research scope, involve a larger sample, include other relevant variables affecting turnover intention, and apply a longitudinal approach to observe changes in employees' turnover intention more comprehensively.

Based on the findings, several recommendations can be proposed for the management of IPC PT Pos Indonesia (Persero) Denpasar. Since physical and mental exhaustion after work was identified as the lowest-scoring indicator of work-family conflict, management should consider improving workload arrangements and work schedules to help employees maintain quality time with their families. In relation to work-related stress, the low score on role clarity indicates the need for clearer job descriptions and better communication of responsibilities so that employees can understand their roles more effectively. Furthermore, because insufficient time to balance work and personal life was the lowest-scoring indicator of work-life balance, management should provide more flexible work arrangements and ensure that task completion does not excessively interfere with employees' personal lives. These efforts are expected to reduce employees' intention to leave the organization and support a healthier work environment.

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