

The Effect of Work-Family Conflict on Turnover Intention with Organizational Commitment as a Mediating Variable in Employees

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ABSTRACT

This research seeks to examine the extent to which work-family conflict affects turnover intention, with organizational commitment serving as a mediating variable, at PT. Kharisma Indah Bestari Sampoerna. A quantitative approach with a correlational design was employed to explore the relationships between variables and predict outcomes. The study involved 99 respondents, and data were gathered through questionnaires. Findings from a simple linear regression analysis demonstrated a significant effect of 5.3% from Work-Family Conflict (X) on Organizational Commitment (Z). Additionally, multiple linear regression analysis showed a significant relationship between Work-Family Conflict (X) and Turnover Intention (Y), as well as between Work-Family Conflict (X) and Organizational Commitment (Z) on Turnover Intention (Y), with an influence rate of 39.6%. The study concludes that organizational commitment plays a crucial role in mitigating the impact of work-family conflict on turnover intention. It also suggests that organizational commitment mediates the relationship with turnover intention, with most employees being influenced by this factor, although a small portion is affected by variables not covered in this research.

INTRODUCTION

The success of a company today is highly dependent on reliable Human Resources (HR) in driving the company and its other resources. Employees are a crucial element, aside from capital, that a company must have. Without employee participation, the company will not achieve success. Therefore, companies need to pay attention to employee conditions to create a comfortable and stress-free work environment.

Human resources are a very important element in the operation and success of an organization or company. Human Resources is not only the main need, but also the main driver for the company's success. Human Resources have a big role in determining whether an organization will advance or develop. Therefore, the quality and ability of Human Resources in a company is the main factor in the company's progress.

Effective employee management through Human Resource Management (HRM) is crucial to ensure employees work according to regulations and have job satisfaction, thereby reducing their desire to leave the company. Organizations often face various challenges in achieving their goals, one of which is *turnover intention*. Sidharta (2011) in Susilo & Satrya, (2019) states that *turnover intention* is a form of employee to withdraw from the world of work and the employee also has the right to make the decision to stay employed or resign from the company. *Turnover* is an indicator that can be used to measure the stability and performance of the company. *Employee turnover* is a complex challenge and can have a significant impact on a company's performance.

Therefore, companies need to understand the factors that cause turnover and take appropriate measures to prevent them. It is feared that a high level of turnover intention will trigger the *turnover* itself. When employees intend to leave, they are more likely to start looking for a new job and take steps to leave the company. Companies that have a high *turnover intention* rate should be vigilant and take steps to overcome it.

Role imbalance between work and family can trigger the emergence of dual role conflicts or better known as *work-family conflict* (WFC). *Work-family conflict* is one of the causes that can trigger *turnover intention*. *Work family conflict* can be defined as a form of role conflict where the demands of the roles of work and family are mutually incompatible in several ways. This usually occurs when a person attempts to fulfill the role demands of their job, but their efforts are influenced by their ability to meet family demands, or conversely, when fulfilling family role demands is affected by their ability to meet work demands. This usually occurs when a person attempts to fulfill the role demands of their job, but their efforts are influenced by their ability to meet family demands, or conversely, when fulfilling family role demands is affected by their ability to meet work demands (Frone, 2000 in Darmawati, 2019 p.12).

Maintaining a balance between work and personal life roles is becoming increasingly important in the modern world. Work and household are two different areas or systems of adult life. Each of these areas, both work and household, has different factors in explaining an individual's quality of life (Huang, Hammer, Neal & Perrin, 2004 in Wongpy & Setiawan, 2019). Work-life

balance can be defined as the level of happiness that individuals feel when individuals are able to balance their lives in the field of work as well as in marriage.

In an organization, *turnover* is a natural thing that cannot be avoided. However, companies can take steps to reduce employee turnover rates so that the company's performance is not disrupted and the company's losses can be minimized. *Work-family conflict* can weaken employees' emotional attachment to the company. When employees feel pressured and unsupported, they will find it more difficult to build positive relationships with their coworkers and bosses. This can make them feel less attached to the company and easier to find another job.

One of the factors that can reduce *turnover intention* is to increase *organizational commitment* or employee organizational commitment. Gunawan & Andani, (2020) said that one of the factors that can affect the high and low turnover rate of intention is *organizational commitment*. A heightened sense of commitment to the organization among employees correlates with a diminished propensity to depart, suggesting that organizational commitment inversely affects turnover intentions.

Increasing *organizational commitment* is one of the effective strategies to reduce *turnover intention* and increase employee retention. This is important to maintain organizational stability and productivity. According to Steers (1988) in Yusuf Mardiana Ria and Syarif Darman (2017, p. 23) Organizational commitment reflects the extent to which an individual identifies with and engages in an organization. Employees who have a high organizational commitment will feel owned and proud of their organization, and are willing to put in greater effort and dedication to achieve the organization's goals. In addition, employees who have organizational commitments. Therefore, by increasing employee organizational commitment, organizations can reduce *turnover intention* and retain qualified employees.

PT. Kharisma Indah Bestari is a factory that produces Sampoerna cigarettes located in Bongas Kulon Village, Sumberjaya District, Majalengka Regency. This research will be conducted on employees of PT. Kharisma Indah Bestari who will involve all employees at PT.

THEORETICAL REVIEW

Turnover Intention

Sidharta (2011) in Susilo & Satrya, (2019) Turnover intention is described as an employee's inclination to exit the workforce, with the individual retaining the autonomy to determine whether to continue their employment or to resign from the organization. Idam Wahyudi et al., (2024) stated that turnover intention is a situation where an employee already has the intention to stop working that comes from himself voluntarily but has not yet reached the realization stage.

According to Yuda & Ardana, (2017) in Nasir et al., (2022) Turnover intention refers to an employee's desire to leave their job voluntarily. This can be caused by various factors, such as an uncomfortable work environment, a job that does not align with career goals, or a higher salary offer elsewhere.

From some of the explanations above, it can be concluded that employee turnover intention is a very important aspect and must be the main focus for a company. Turnover intention refers to an employee's intention to leave their job, which has not yet materialized into actual action, such as moving to another workplace.

According to Aprijal, (2021) in Andari et al., (2024) the indicators and dimensions of Intention turnover are:

1. Thinking about leaving.

This dimension represents the likelihood that a worker is considering leaving the company they work for.

2. Desire to find alternative job opportunities (Search for Alternative)

When a worker expresses a willingness to seek a new career option, it means that they are actively seeking employment outside of the company they currently work for.

3. Assess the possibility of finding a better job elsewhere (Evaluation of Alternative)

This component includes the procedure by which employees assess job prospects in other locations. Workers may consider various elements including salary, benefits, professional advancement, and work environment more than the alternatives they may take.

Work-Family Conflict

Work-family conflict occurs when the demands of work and family clash, impacting one's capacity to manage both roles effectively (Frone, 2000 in Darmawati, 2019, p.12). According to Warokka & Febrilia (2015:3) in Elisa Apriliana Rohmah et al., (2022) Work-family conflict is a "form" of conflict that arises because the work pressure experienced by a person in the company affects the responsibilities of the family.

Work family conflict is a conflict experienced by individuals when carrying out dual roles where the demands of work cause individuals to be unable to carry out the role of family members well and vice versa (Greenhaus and Beutel, 1985 in Wijayadne et al., 2022). This conflict can occur because the activity of fulfilling demands in one domain (work/family) requires limited resources such as time, energy and mentality, if the employee uses these resources to the point that he cannot meet the demands in another domain (family/work) then the employee experiences a work family conflict.

According to Greenhaus, J.H.; Beutell, (1985) in Cahyadi, (2023) theoretically Work family conflict (WFC) has indicators and dimensions, namely:

1. Time-based conflict, when time for one role cannot be used for another role.
2. Strain-based conflict, when stress from one role affects performance in another role.
3. Behavior-based conflict, when behavior in one role is not in line with expectations in another role.

Organizational Commitment

According to Sholahudin et al., (2019) Organizational commitment arises in line with the increasingly competitive environment that the business world faces. The problem is, as Kusnendi states the individual's commitment to the organization is voluntary and personal, so it cannot be forced, and therefore each individual member of the organization can freely withdraw his commitment.

Becker, Billings, Eveleth and Gilbert (1996, p. 464) in Meixner, (2020) define organizational commitment as "workers' psychological attachment to their workplace". Strong commitment can bring positive outcomes for both the company and employees. Employees with high commitment tend to be more satisfied, productive, and perform better, as well as being less likely to leave the company.

The Organizational Commitment Indicator in Busro (2018: 86) in Bonaventura Hendrawan Maranata et al., (2023) states that:

1. *Affective Commitment Indicator*,
2. *Continuous Commitment Indicator* ,
3. *Normative Commitment Indicator*.

Hipotesis Penelitian

The hypothesis represents a provisional response to the formulation of the research problem, which is articulated in the form of a question. This response remains tentative as it is grounded in relevant theoretical frameworks and has yet to be verified through empirical investigation. In line with Sugiyono (2016, p. 96), a research hypothesis is defined as a temporary answer to a research problem stated in question form. Based on this conceptual foundation, the hypotheses formulated for this study are as follows:

- H1: Work-family conflict exerts a negative effect on organizational commitment.
H2: Work-family conflict has a positive impact on turnover intention.
H3: Organizational commitment negatively influences turnover intention.
H4: Work-family conflict affects turnover intention through the mediating role of organizational commitment.

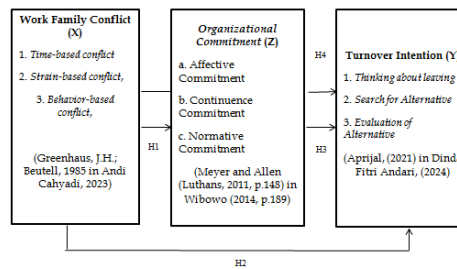


Figure 1. Frame of Mind

METHODOLOGY

This research was carried out at PT. Kharisma Indah Bestari Sampoerna, Majalengka Regency. This study is a correlation study, because in this study it aims to explain the relationship between variables and predict scores. The researcher used a correlational design because it was in accordance with the purpose of this study, which was to determine the influence of the *Work-Family Conflict* (X) variable on the *Turnover Intention* (Y) variable mediated by the *Organizational Commitment* (Z) variable in employees of PT. Beautiful Beauty Bestari Sampoerna. In the study, the sample taken amounted to 99 respondents. Data analysis in this study was carried out through two stages of data analysis techniques. The first stage of analysis is through simple linear regression analysis which is used to find the influence of *Work-Family Conflict* (X) variables on *Organizational Commitment* (Z). The second stage is multiple linear regression analysis to find the influence of the *Work-Family Conflict* (X) variable on *Turnover Intention* (Y) and the influence of the *Organizational Commitment* (Z) variable on *Turnover Intention* (Y). Data obtained from employees of PT. Beautiful Beauty Bestari Sampoerna. The methods used to collect this data were questionnaires and interviews.

RESULTS

INSTRUMENT TEST

Table 1 Validity and Reliability Test Results

Variables/Instrument	Validity Test		Reliability Test	
	Items	Pearson Correlation	Kretingen	Cronbach's Alpha
Work-Family Conflict (X)	1	0.387	Valid	0.925
	2	0.786	Valid	
	3	0.816	Valid	
	4	0.792	Valid	
	5	0.667	Valid	
	6	0.701	Valid	
	7	0.693	Valid	
	8	0.566	Valid	
	9	0.484	Valid	
	10	0.701	Valid	
	11	0.761	Valid	
	12	0.745	Valid	
	13	0.587	Valid	
Turnover Intention (Y)	1	0.892	Valid	0.927
	2	0.923	Valid	
	3	0.860	Valid	
	4	0.888	Valid	
	5	0.836	Valid	
Organizational Commitment (Z)	1	0.706	Valid	0.928
	2	0.711	Valid	
	3	0.693	Valid	
	4	0.763	Valid	
	5	0.695	Valid	
	6	0.650	Valid	
	7	0.733	Valid	
	8	0.768	Valid	
	9	0.881	Valid	
	10	0.841	Valid	
	11	0.431	Valid	
	12	0.587	Valid	
	13	0.697	Valid	
	14	0.814	Valid	
	15	0.701	Valid	
	16	0.675	Valid	
	17	0.831	Valid	
	18	0.673	Valid	
	19	0.301	Valid	
	20	0.255	Valid	

The results presented in the table indicate that all question items for the variables of work-family conflict, turnover intention, and organizational commitment have Pearson correlation values ($R_{\text{calculated}}$) exceeding the R_{table} value (0.1966), thus meeting the validity criteria. Furthermore, the reliability test shows that all research instruments have Cronbach's Alpha values above 0.70, indicating that the instruments are reliable and suitable for use in the study.

CLASSIC ASSUMPTION TEST

Normality Test

Table 2 Normality Test Results One-Sample Kolmogorov-Smirnov Test		
		Unstandardized Residual
N		100
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	3.20957211
Most Extreme Differences	Absolute	.057
	Positive	.057
	Negative	-.042
Test Statistic		.057
Asymp. Sig. (2-tailed)		.200 ^a

Source: Output SPSS, 2025

As presented in the table, the Asymp. Sig (2-tailed) value is 0.200, which is greater than the threshold of 0.05, thus confirming that the data are normally distributed.

Multicollinearity Test

Table 2 Multicollinearity Test Results

Coefficients ^a			
Model		Collinearity Statistics	
		Tolerance	VIF
1	X	.947	1.056
	Z	.947	1.056

a. Dependent Variable: Y

Source : Output SPSS, 2025

The results shown in the table reveal that the VIF values for Work-Family Conflict (X) and Organizational Commitment (Z) are 1.056, which is below the critical threshold of 10, and the tolerance values are 0.947, above 0.1. These findings suggest the absence of multicollinearity within the regression model.

Heteroscedasticity Test

Table 4 Heteroscedasticity Test Results					
Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	5.564	1.562		3.562
	X	-.002	.025	-.008	-.083
	Z	-.043	.017	-.259	-2.574

a. Dependent Variable: ABS_RES

Source: Output SPSS, 2025

Based on the table above, it shows that the Sig. value of the Work-Family Conflict (X) variable is 0.934 > 0.05 and the sig. value of the Organizational Commitment (Z) variable is 0.112 > 0.05, meaning that both variables do not have symptoms of heteroscedasticity.

Model 1 Regression Test

Simple Linear Regression Test

Table 5 Simple Regression Test Results						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	79.502	4.865		16.341	.000
	X	-.336	.144	-.230	-2.339	.021
a. Dependent Variable: Z						

Source: Output SPSS, 2025

To examine the simple regression equation illustrating the impact of Work-Family Conflict (X) on Organizational Commitment (Z), the regression coefficient analysis was performed and resulted in the following equation:

$$Z = a + bX$$

$$Z = 79.502 - 0.336X$$

Based on this equation, the constant (a) value of 79.502 implies that when X remains unchanged (at zero), the Organizational Commitment (Z) is 79.502. Furthermore, the regression coefficient (b) of -0.336 indicates that an increase of one unit in Work-Family Conflict (X) leads to a decrease of 0.336 units in Organizational Commitment (Z).

T Test (Partial)

Table 6 Partial T Test Results

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	79.502	4.865		16.341	.000
	X	-.336	.144	-.230	-2.339	.021
a. Dependent Variable: Z						

Source : Output SPSS, 2025

Referring to the table above, the t-value for the Work-Family Conflict (X) variable is -2.339, while the t-table value is 1.984. Since the absolute value of tcount (-2.339) exceeds ttable (1.984) and the significance level is 0.021 (< 0.05), it can be concluded that Work-Family Conflict (X) has a significant negative effect on Organizational Commitment (Z).

Coefficient Determination Test

Table 3 Determination Coefficient Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.230 ^a	.053	.043	11.44036
a. Predictors: (Constant), X				

Source : Output SPSS, 2025

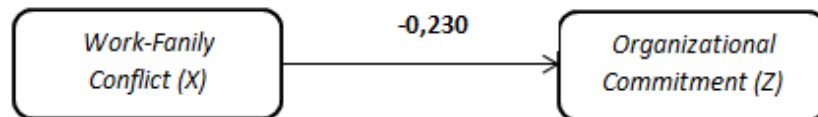
The table shows an R-square value of 0.053, meaning that 5.3% of the variation in Organizational Commitment (Z) can be explained by Work-Family Conflict (X), with 94.7% influenced by other, unexamined factors.

Model 1 Path Diagram

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	79.502	4.865		16.341	.000
	X	-.336	.144	-.230	-2.339	.021

a. Dependent Variable: Z

Source: Output SPSS, 2025



Known:

The magnitude of the influence of X on Z is -0.230

Model 2 Regression Test

Multiple Linear Regression Test

Table 4 Multiple Linear Regression Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.405	2.661		4.662	.000
	X	.225	.042	.437	5.387	.000
	Z	-.128	.029	-.364	-4.488	.000

a. Dependent Variable: Y

Source: Output SPSS, 2025

To assess the multiple regression equation for the influence of Work-Family Conflict (X) and Organizational Commitment (Z) on Turnover Intention (Y), the regression analysis yielded the following equation:

$$Y = a + b_1X + b_2Z$$

$$Y = 12.405 + 0.225X - 0.128Z$$

This indicates that the constant value (12.405) represents the expected Turnover Intention when X and Z remain unchanged. A positive coefficient of 0.225 for X suggests that an increase in Work-Family Conflict leads to a rise in Turnover Intention, while a negative coefficient of -0.128 for Z indicates that an increase in Organizational Commitment leads to a decrease in Turnover Intention.

T Test (Partial)

Table 5 Partial T Test Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.405	2.661		4.662	.000
	X	.225	.042	.437	5.387	.000
	Z	-.128	.029	-.364	-4.488	.000

a. Dependent Variable: Y

Source: Output SPSS, 2025

Based on the table above, the value of the *Work-Family Conflict (X)* variable is 5,387 and the ttable is 1,984. Because the tcount (5,387) > the table (1,984) and the sig value. 0.00 < 0.05, it can be interpreted that there is a significant positive

influence between *Work-Family Conflict* (X) and *Turnover Intention* (Y). Meanwhile, the *Organizational Commitment* (Z) variable obtained a tcount of -4,488 and a ttable of 1,984. Because the tcount (-4,488) > ttable (1,984) and the value of sig. 0.000 < 0.05, then it can be interpreted that there is a significant negative influence between *Organizational Commitment* (Z) and *Turnover Intention* (Y).

F Test (Simultaneous)

Table 6 Simultaneous F Test Results

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	669.076	2	334.538	31.819	.000 ^a
	Residual	1019.834	97	10.514		
	Total	1688.910	99			

Source: *Output SPSS, 2025*

Based on the table above, the Fcount was obtained at 31,819 and the Ftable at 3,939. Because the Fcount (31.819) > Ftable (3.939) and the sig value 0.000 < 0.05, it can be interpreted that there is a significant influence between *Work-Family Conflict* (X) and *Organizational Commitment* (Z) on *Turnover Intention* (Y).

Coefficient Determination Test

Table 7 Determination Coefficient Results

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.629 ^a	.396	.384	3.24249
a. Predictors: (Constant), Z, X				

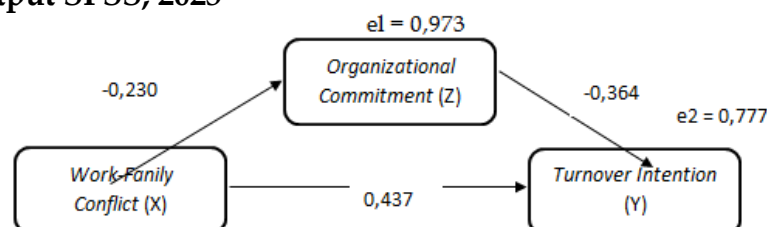
Source: *Output SPSS, 2025*

Based on the table above, an *R-square* value of 0.053 or 5.3% was obtained, which means that the influence of variables X and Z on variable Y was 39.6% and the remaining 60.4% was influenced by other factors that were not studied.

Model 2 Path Diagram

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	t
		B	Std. Error	Beta	
1	(Constant)	12.405	2.661		4.662
	X	.225	.042	.437	5.387
	Z	-.128	.029	-.364	-4.488
	a. Dependent Variable: Y				

Source: *Output SPSS, 2025*



It is known that the direct influence given by X to Y is 0.437 while the indirect influence of X through Z on Y is the multiplication between the beta value (X to Z) and the beta value (Z to Y) which is $-0.230 \times -0.364 = 0.083$. Based on the results of the calculation, the indirect influence of X through Z on Y is smaller than the direct influence of X on Y ($0.083 < 0.437$), meaning that indirectly X through Z does not have a significant effect on Y.

DISCUSSION

The results of the simple linear regression analysis indicate that Work-Family Conflict (X) has a significant influence on Organizational Commitment (Z), accounting for 5.3% of the variance. Furthermore, the multiple linear regression analysis reveals that Work-Family Conflict (X) significantly affects Turnover Intention (Y), and that Work-Family Conflict (X) together with Organizational Commitment (Z) significantly contribute to Turnover Intention (Y), with a combined effect of 39.6%.

CONCLUSIONS AND RECOMMENDATIONS

The research was undertaken at PT. Kharisma Indah Bestari Sampoerna, Majalengka Regency, to investigate the effects of work-family conflict on turnover intention and organizational commitment. Using a quantitative correlational method and a sample of 99 participants, data were gathered through structured questionnaires. Simple linear regression indicated that work-family conflict explained 5.3% of the variance in organizational commitment. Meanwhile, multiple regression analysis showed that work-family conflict and organizational commitment together accounted for 39.6% of the variance in turnover intention.

The conclusion and implications of this study as a whole are to highlight the importance of *organizational commitment* in overcoming *work-family conflict* and *turnover intention*. The results also showed that *organizational commitment* mediated *turnover intention* and may be a factor that affects most employees and a small percentage are not affected by *work-family conflict* and other factors outside of the study. These findings can provide guidance for companies in increasing *organizational commitment* in employees to overcome problems and help achieve company goals. Because *organizational commitment* is very useful for overcoming *turnover intention* in employees. Employees who experience *turnover intentions* are most likely to experience *work-family conflict*. *Work-family conflict* can weaken employees' emotional attachment to the company. When employees feel pressured and unsupported, they will find it more difficult to build positive relationships with their coworkers and bosses. This can make them feel less attached to the company and easier to find another job. One of the factors that can reduce *turnover intention* is to increase *organizational commitment* or employee organizational commitment. Increasing *organizational commitment* is one of the effective strategies to reduce *turnover intention* and increase employee retention. This is important to maintain organizational stability and productivity.

FURTHER STUDY

This research still has many shortcomings so that the next researcher is expected to be able to research this topic more broadly.

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