

## Turnover Intention Among Female Workers: The Role of Work-Family Conflict and Work Engagement

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<p>Corresponding author: *Daffa Dwi Sri Diyanti daffasri@untag-sby.ac.id</p> <p><b>Article History</b></p> <p>Submitted : January 31<sup>st</sup>, 2026</p> <p>Final Revised : February 20<sup>th</sup>, 2026</p> <p>Accepted : February 20<sup>th</sup>, 2026</p>	<p style="text-align: center;"><b>Abstract</b></p> <p><b>Background:</b> Advanced industrial development increases the need for labor, but turnover remains a challenge because it harms companies through recruitment costs and the loss of high-quality human resources. This issue is relevant for female workers who face challenges balancing professional roles with family responsibilities. <b>Objective:</b> This study aims to determine the relationship between work-family conflict and work engagement with turnover intention among working women in East Java. <b>Method:</b> This study used a quantitative correlational design with a sample of 149 female workers. Data were collected using the Work-Family Conflict scale, the Utrecht Work Engagement Scale (UWES), and the Turnover Intention Scale, then analyzed using multiple regression analysis. <b>Results:</b> The results showed work-family conflict and work engagement were significantly correlated with turnover intention (<math>F = 7.758</math>; <math>p &lt; 0.01</math>). However, work-family conflict did not correlate with turnover intention (<math>p = 0.290</math>), while work engagement showed a significant correlation with turnover intention (<math>p = 0.001</math>). <b>Conclusion:</b> It is concluded work engagement is a more dominant factor influencing the turnover intention among female workers compared to work-family conflict.</p> <p><b>Keywords:</b> Turnover intention; work engagement; work-family conflict.</p>
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### Abstract

**Latar Belakang:** Perkembangan industri yang semakin maju meningkatkan kebutuhan tenaga kerja, namun niat berhenti kerja tetap menjadi tantangan signifikan karena dapat merugikan perusahaan melalui biaya perekrutan dan hilangnya sumber daya manusia berkualitas tinggi. Masalah ini sangat relevan bagi pekerja perempuan yang sering menghadapi tantangan menyeimbangkan peran profesional dengan tanggung jawab keluarga. **Tujuan:** Studi ini bertujuan untuk mengetahui hubungan antara konflik kerja-keluarga dan keterlibatan kerja dengan niat berhenti kerja di kalangan perempuan yang bekerja di Jawa Timur. **Metode:** Penelitian ini menggunakan desain kuantitatif korelasional dengan sampel 149 pekerja perempuan yang diperoleh melalui pengambilan sampel acak sederhana. Data dikumpulkan menggunakan skala yang diadaptasi dari skala Konflik Kerja-Keluarga, Skala Keterlibatan Kerja Utrecht (UWES), dan Skala Niat Berhenti Kerja, kemudian dianalisis menggunakan analisis regresi berganda. **Hasil:** Hasil menunjukkan bahwa konflik kerja-keluarga dan keterlibatan kerja bersama-sama berkorelasi signifikan dengan niat berhenti kerja ( $F = 7,758$ ;  $p < 0,01$ ). Namun, secara individual, konflik kerja-keluarga tidak berkorelasi dengan niat berhenti kerja ( $p = 0,290$ ), sedangkan keterlibatan kerja menunjukkan korelasi yang signifikan dengan niat berhenti kerja ( $p = 0,001$ ). **Kesimpulan:** Disimpulkan bahwa keterlibatan kerja merupakan faktor yang lebih dominan yang memengaruhi niat berhenti kerja pada pekerja perempuan dibandingkan dengan konflik kerja-keluarga. Keterikatan kerja memberikan kontribusi efektif sebesar 11,89% terhadap intention turnover pada perempuan yang bekerja.

**Kata kunci:** Keterlibatan kerja; konflik kerja-keluarga; niat berhenti kerja

## Introduction

Increasingly advanced industrial development has had a positive impact, including increasing labor demand. Increasingly advanced economic growth will open job opportunities for everyone in the workforce. These opportunities are not limited by educational background, gender, or social class. Management and companies must continue to pay attention to the quality of their human resources (HR). HR is a vital asset in a company. Employees play a crucial role in the added value and revenue generated by the company. Management's attention and care are crucial to retaining potential employees, ensuring they remain with the company fully. Therefore, this is one way to reduce employee stress and prevent employee turnover (Jaharuddin & Zainol, 2019). According to Anshori (2019), several causes of employee turnover include resignation, organizational unit transfer, termination of employment, or even employee death.

Turnover intention is an employee's conscious and voluntary desire to leave their workplace (Ardan & Achmad, 2021, Tett & Meyer, 1993). Define turnover intention as an employee's desire to move to another workplace. McElroy et al. further explain that turnover intention is merely a desire to change workplaces, not yet the stage of realization in changing workplaces. Continuous turnover intention can be detrimental to the company, as explained by Ridlo (2012); Ardan & Achmad (2021) that there are several disadvantages if turnover intention occurs, such as recruitment and selection costs, training costs, higher accident rates for new employees, and overtime if there are vacant positions. Memon et al. (2021) stated that turnover intention is the best predictor for identifying turnover behavior in organizational employees. Job satisfaction factors can influence the desire to change jobs (turnover intention) based on employee feelings at work (Yi et al., 2011). Employees who leave an organization experience significant losses in the form of a significant loss of skills, which can also transfer company-specific knowledge to competitors (French et al., 2020). Another study explained that turnover intentions can be influenced by company factors that can lead to employee turnover, including salary, workload, inflexible working hours, and an unsupportive work environment (Ardan & Achmad, 2021). Individual factors that can lead to turnover intentions include work-family conflict, job stress, low job satisfaction, organizational commitment, and work engagement (Cahyana & Sowanya, 2021; Merissa, 2018; Hermawan et al., 2017). A person will experience turnover intentions if they experience emotional exhaustion, conflict, and job satisfaction (Fukui et al., 2019).

Research conducted by Fukui shows that women have a higher turnover intention their jobs than men. Meanwhile, data obtained from the Central Statistics Agency (BPS) shows that from 2019 to 2021, the proportion of informal employment was higher among women than men. Male workers reached 56.61% of the population, while female workers reached 63.80%. The phenomenon of high female workers is not new, and women are considered capable of working as well as their male colleagues, some even surpassing them. This proves that women work not only for economic gain but also for self-actualization. However, women's work is also related to the balance between work and personal life, between motherhood and work. Work-life balance is a state in which an individual feels satisfied and can play a balanced role in each role. Another study by Soomro (2018) also revealed the same thing: work-life balance is very important for employees because it can help achieve psychological, emotional, and cognitive stability, while increasing work effectiveness within an organization.

One of the conflicts often experienced in the workplace is imbalance, when someone occupies a higher position, they get more roles or responsibilities (Karatepe et al., 2006). In addition to a higher position, another cause of conflict that arises is the employee's role at home, such as being a parent, household chores, and social relationships within the family. When employees do not carry out their roles in the family well, feelings of guilt towards the family will arise (Seto, et al. 2004). Then the intention arises to quit work to reduce feelings of guilt towards the family (Netemeyer et al., 1996). This occurs because a person's time and energy are limited, when employees devote their time and energy entirely to the family, work performance decreases and is not optimal (Wang et al., 2004; Hammer et al., 2003), then employees get lower performance ratings and feel uncomfortable at work so there is a turnover intention the workplace.

Another cause of turnover intention is employees not feeling engaged with their work. According to S work engagement is a positive mental state and has three aspects: passion, dedication, and absorption. Passion is characterized by high levels of energy and an individual's resilience in working. Dedication is characterized by feelings of meaning, enthusiasm, pride, and challenge in carrying out work. Absorption is characterized by full concentration while working and the feeling that time passes quickly while working. Furthermore, it is characterized by a feeling of wanting to continue working (Bakker et al. 2008). Research conducted by (Juhdi, Pa'wan, & Hansaram, 2013; Hallberg & Schaufeli, 2006; Bhatnagar, 2012; Saks, 2006; Schaufeli and Bakker 2004; Merissa, 2018; Albrecht et al., 2015; Bailey et al., 2017; Juhdiet et al., 2013) explains that work engagement has a negative relationship with the turnover intention. This occurs

because the greater the involvement of employees with their work, the lower their desire to leave the job. Another study states that employees who are more dedicated, active, and have good absorption will feel satisfied or sufficient with their work. On the other hand, if an employee just stops at that position, feels dissatisfied, tends to be stressed with his work, then there will be a turnover intention for his job.

At a macro level, economic growth opens up broad employment opportunities without gender limitations. However, from an HR Management perspective, the phenomenon of *turnover intention* among women is not merely an administrative issue, but rather a threat to the stability of organizational competencies. As argued by French et al. (2020), the departure of female employees means the loss of significant skills and the potential transfer of specific knowledge to competitors. This research is urgently needed to map how companies can stop this "leakage" of intellectual assets. *Work-Family Conflict* (WFC) and turnover intention, where this dual role conflict often triggers deep feelings of guilt in female workers (Netemeyer et al., 1996). This phenomenon is crucial for further investigation because it is closely related to the limited resources, both energy and time, that individuals have, according to the *Conservation of Resources* (COR) perspective. When these resources are depleted to meet the demands of the family domain, there is a significant decline in work performance, which in turn triggers organizational discomfort and role dissonance (Hammer et al., 2003). Without appropriate psychological intervention, the accumulation of guilt and decreased self-efficacy will transform into turnover intention. Therefore, this research is highly relevant in examining how resource recovery mechanisms through work engagement can break the chain of negative impacts of this conflict on women's career stability.

Economic growth has increased women's participation in the workforce, both in the informal and professional sectors. This increase shows that women work not only for economic reasons, but also for self-actualization and career development. However, married professional women face more complex dual roles between work and family than other workers. From a human resource management perspective, the phenomenon of turnover intention among women is not merely an administrative issue, but a threat to the stability of organizational competence. The departure of female employees has the potential to result in the loss of important skills and valuable organizational knowledge. Therefore, organizations need to understand the psychological dynamics that influence the decisions of working women, especially those who are married, in maintaining their careers.

The Conservation of Resources (COR) theory explains that every individual strives to maintain and protect their resources, such as energy, time, and emotional well-being. For married working women, these resources are often divided between work demands and family responsibilities. When work pressures increase and family obligations also increase, individuals are at risk of physical and emotional exhaustion, triggering work-family conflict. This condition reflects ongoing resource depletion, making it difficult for individuals to optimally fulfill their roles in both domains. If this situation persists without adequate organizational support, individuals can experience psychological distress, leading to considerations of leaving their jobs in an effort to maintain a balance of personal resources. From a COR perspective, decreased psychological resources also impact work engagement. Individuals who previously displayed high levels of enthusiasm, dedication, and absorption in their work may experience decreased motivation when work-family conflict increases. Reduced energy and focus make work feel more demanding and less meaningful and satisfying. This decreased work engagement ultimately increases the likelihood of turnover intention, as individuals seek to protect remaining resources and seek working conditions that are perceived as more conducive to work-family balance.

*The novelty* of this research lies in the theoretical integration that positions Work Engagement as a key protective factor in mitigating the impact of Work-Family Conflict (WFC) on Turnover Intention, especially in the female worker population in the Indonesian socio-economic context. In contrast to previous studies that tend to focus on economic determinants or physical workload, this research offers novelty by dissecting the psychological mechanisms of guilt and resource limitations (*energy and time*) based on the *Conservation of Resources Theory*. By connecting the macro phenomenon of the high proportion of women in the informal sector with the dynamics of mental engagement (*vigor, dedication, absorption*), this research provides a unique contribution in explaining how the power of work engagement can break the chain of turnover intentions triggered by dual role conflict, an area that is still limitedly explored simultaneously in the current industrial and organizational psychology literature.

## Method

### Research Design

The sampling method used in this study was non-probability sampling with a convenience sampling technique. This method involves selecting respondents based on ease of access, availability, and individual willingness to participate, as long as they meet the inclusion criteria, namely women who are actively

employed and have a domestic role in the family. This technique was chosen because of its efficiency in reaching a population of female workers who have limited time, making it easier for researchers to distribute the instrument through professional networks, worker communities, and social media.

### Research Participants

The subjects in this study were determined through a series of strict inclusion criteria to ensure the data's relevance to the dual role phenomenon being studied. The primary characteristic of the respondents was legally married women, given that the primary focus of this study relates to the dynamics of *work-family conflict* stemming from the demands of domestic roles within the family institution. Furthermore, respondents must be individuals actively working professionally, either in the formal or informal sector, to ensure real exposure to workloads that can affect work engagement *and* intentions to leave the organization. The third criterion, which is a crucial differentiator in this study, is the condition where the husband of the respondent must also be actively working. The determination of the criteria for dual-career couples aim to capture the reality of resource management in families with high mobility, where the negotiation of time and energy between two working individuals is a determining factor in the emergence of role conflict and the evaluation of the sustainability of women's careers. The selection of East Java as the research location was based on several considerations, namely that East Java is one of the major economic growth centers in Indonesia, which has led to high employment rates for women in various formal sectors and industries. After data screening, the final number of participants was 149 subjects.

### Data Measurement

Data collection in this study was conducted using three psychological scale instruments that have been adapted to ensure content validity in the context of the Indonesian workforce. All instruments use a five-point Likert scale model, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The variable of turnover intention was measured by referring to the theoretical construction of Sager (1998), which includes three main cognitive stages: thoughts of quitting, intention to search for another job (intention to search), and the final intention to actually leave the organization (turnover intention). The use of these aspects allows researchers to comprehensively capture the subjects' intentions before the actual exit behavior is carried out. The turnover intention measurement tool was conducted by conducting initial testing/try out and the turnover intention scale obtained validity test results ranging from .705 to .927 with a Cronbach's alpha of .972. Examples of items on the intention to search are as follows: "I use my free time to look for job vacancies in new companies", the item on thinking of quitting "My time is only to think about looking for another company", and the turnover intention item "I will immediately leave this company if I want to develop"

Furthermore, the work-family conflict variable is operationally defined based on the theory of Frone et al. (1996) as a role imbalance that occurs due to work demands exceeding an individual's capacity to fulfill domestic responsibilities. This instrument measures two bidirectional dimensions of conflict: work interference with family and family interference with work. This approach is crucial for working women to capture how interference from one role domain can erode their psychological resources. The work-family conflict measurement tool was tested through preliminary testing/tryouts and obtained validity test ranges from .440 to .854 with a Cronbach's alpha of .894. An example of an item on work interference with family is as follows: "I have so much work at my workplace that I neglect my personal interests." An item on family interference with work is: "My demands at home are so great that I am not able to perform optimally at work."

Finally, work engagement was measured using the Utrecht Work Engagement Scale (UWES-17) developed by Schaufeli and Bakker (2003). This scale evaluates respondents' positive work-related mental state through three main dimensions: vigor, which reflects mental resilience and energy; dedication, which indicates a sense of meaning and enthusiasm; and absorption, which reflects an individual's full concentration while working. These three instruments have undergone validity and reliability testing to ensure that each item is able to measure the psychological construct being studied consistently and accurately. The work-family conflict measurement tool was adopted from the UWES-17 measurement tool with a Cronbach's alpha of .899, obtaining validity test results ranging from .331 to .751. An example of an item on dedication is as follows: "In my opinion, my work is full of meaning and purpose"; an item on absorption is "Time flies when I am working"; and an item on vigor is "At work, I feel full of energy".

### Data Analysis Techniques

The data analysis technique in this study uses a parametric statistical approach to test the proposed hypotheses. Before testing the main hypothesis, the data first undergoes a series of classical assumption tests to ensure that the estimation model is valid, accurate, and reliable. The classical assumption tests performed

include a normality test to determine the distribution of residual data, a linearity test to ensure the relationship between variables is linear, and a multicollinearity test to detect high correlations between independent variables (work-family conflict and work engagement) that could interfere with the validity of the regression model (Ghozali, 2018). After all assumptions are met, the hypothesis testing is conducted using Multiple Linear Regression Analysis (MAR). This technique is chosen to measure the strength and direction of the relationship between two or more independent variables on one dependent variable, namely turnover intention. During the analysis process, this study also calculates the coefficient of determination to evaluate the extent of the simultaneous contribution of work-family conflict and work engagement in explaining variance in turnover intention. All statistical data processing is performed using IBM SPSS Statistics software, where the significance of the test results is determined based on a p-value <.05.

**Results**

Table 1. Sample Characteristic of Respondents (N=149)

Demographic Profile	Information	Amount (N=149)	Presentation
Level of education	Junior high school	1	0.7%
	High School/Vocational School	26	17%
	D3	11	7%
	S1	100	67%
	S2	11	7%
Age (in years)	< 25	45	30%
	26 – 30	65	44%
	31 – 35	17	11%
	36 – 40	9	6%
	41 – 45	3	2%
	46 – 50	3	2%
	> 50	6	4%
	Etc.	1	0.7%
Job Sector	Government Apparatus	6	4%
	Bank/Cooperative	3	2%
	Industry	77	5%
	Health	21	14%
	Education	29	19%
	Military Civil Servants	4	3%
	Shop	6	4%
	Businessman	3	2%

Table 2 Multicollinearity Test Results

Variables	Collinearity Statistics		Information
	Tolerance	VIF	
Work Family Conflict	0.969	0.032	There is no multicollinearity
Work Engagement	0.969	0.032	

Based on the test results, it was found that the turnover intention was normally distributed with a p value > .05 (p = .200). In terms of linearity, the work-family conflict variable had a linear relationship. The result obtained was p > .05 (p = .346), and the work engagement variable had a linear relationship with a p value > .05 (p = .104). Based on the results of the multicollinearity test, no multicollinearity was found in the two variables studied.

The results of the work-family conflict and work engagement hypothesis test with the Turnover intention .001 (p<.01) with an F value of 7.758, it can be concluded that the work-family conflict and Work Engagement variables are correlated with the turnover intention of female workers in East Java. The results of the work-family conflict hypothesis test on the turnover intention obtained a significance value of .290 (p>.05)

with  $t$  value = 1.062, it can be concluded that the work-family conflict variable is not correlated with the Turnover intention female workers in East Java. Work Engagement on the Turnover intention in female workers is known to have a significance value of 0.001 ( $p < .01$ ) with an  $t$  value = -3.545, it can be concluded that the Work Engagement variable is correlated with the Turnover intention in female workers in East Java. Calculation of the effective contribution (SE) for each variable:

The effective contribution (SE) of the work-family conflict variable to *actual turnover intention* was 2.16%. Meanwhile, the effective contribution of the work engagement variable to *turnover intention* was 11.89%. Based on this, it can be concluded that the work engagement variable has a more dominant relationship with *turnover intention* than work-family conflict. The total SE was 14.05%, which is the same as the R-squared coefficient from the regression analysis, which was 14.05%.

## Discussion

This study aims to determine the relationship between work-family conflict and work engagement with turnover intention among working women in East Java. Turnover intention is the desire to resign or leave an organization or company. This desire to resign or leave a company is based on several factors, including work engagement and work-family conflict (Yildiz et al. 2021). There are three stages of turnover intention: the turnover intention of the organization, the desire to find a new job, and finally, the turnover intention of the organization. Two components of turnover intention are attitudes toward behavior and subjective standards. Increased employee turnover can result in industrial losses because companies lose high-quality human resources. If someone has a strong desire to leave their job, it will impact company performance. Dynamically, turnover intention emerges as a maladaptive response when an individual perceives that professional demands are no longer aligned with their psychological well-being. This represents a threat to the operational stability of the organization, considering that the costs incurred for the recruitment process and competency development often exceed the costs of retention itself. This also relates to the costs of training and recruiting new employees (Gallup, 2024; Chou & Rodriguez, 2013)

According to Zhang et al. (2020), several impacts of employee turnover intentions on other employees and the company are described, including an increased workload on other employees due to the loss of a human resource, while production or work must continue. This can also impact on the amount of production or output of the organization or company, reducing it. Systemically, high *turnover rates* create an unstable work environment that can erode the collective confidence of employees who remain. Furthermore, additional budgets for recruitment and selection, as well as training, must be spent to obtain new employees who are in line with the company's quality. Then the impact on other employees is work stress experienced as they are required to adapt and introduce daily work to new employees. This dynamic creates a "vicious cycle" within the organization, where the departure of one talented female employee triggers an excessive workload on other colleagues, which in turn reduces their level of collective engagement.

The results of the study indicate that work-family conflict (WFC) does not have a significant linear relationship with turnover intention. Therefore, high levels of conflict between work and family roles do not automatically increase female employees' desire to leave the organization. Empirically, this condition can be understood through the characteristics of respondents who are working and married women, thus having relatively stable dual role commitments. In this context, role conflict is not always interpreted as pressure that drives the decision to leave, but rather as part of the dynamics of life that can still be managed. The Conservation of Resources (COR) perspective explains that individuals tend to maintain their resources, including work as a source of economic and psychological stability. As long as work continues to provide valuable benefits for family well-being, individuals will strive to maintain it despite experiencing role conflict. Furthermore, turnover intention is also influenced by perceptions of alternative job opportunities and the meaning of work for the individual. When other job opportunities are perceived as not necessarily providing more stable or balanced conditions, the desire to leave tends to be suppressed. Conversely, if work no longer provides satisfaction, opportunities for development, or adequate work-life balance, the intention to seek other employment may increase as a strategy to achieve psychological and professional well-being.

Another interesting finding in this study is that the correlation between *work-family conflict* and *turnover intention* does not show a destructive linear relationship; that is, high levels of conflict in the household do not automatically result in a high desire to leave the organization. This phenomenon can be explained in depth through the sociocultural lens of society in East Java, which tends to have high collectivity values and extended family structures (extended *family support*). The existence of concrete social support from parents, in-laws, relatives, and even household assistants serve as a very effective external resource *in* neutralizing the negative impact of dual role conflict before it transforms into an unbearable psychological burden. This aligns with the concept of *Work-Family Enrichment*, where challenges faced in the domestic

sphere can hone interpersonal and problem-solving skills that are then brought back to the workplace as added professional value. This finding also indicates the dynamics of cognitive resilience and mature coping strategies among female respondents in East Java, where they can effectively segment their roles so that stress from the family domain does not seep *destructively* into their professional sphere. This adaptive capacity allows female workers to view family demands not as mutually exclusive obstacles to their careers, but as normative responsibilities that can run parallel to their aspirations for self-actualization. This situational support is a key factor explaining why turnover intentions remain low despite the frequent role conflicts that arise in their daily activities as mothers and workers.

The relationship between work engagement and turnover intention in this study was proven to be negative and highly significant, which firmly positions *work engagement* as the main "psychological anchor" that restrains the rate of turnover of female employees. Within the framework of the *Job Demands-Resources* (JD-R) model, work engagement is categorized as a personal resource *capable* of converting psychological energy into tangible dedication and loyalty. Although the statistical contribution of work engagement in reducing turnover intention was recorded at 11.89%, this finding still has very high practical significance for human resource management. This figure empirically proves that intrinsic aspects consisting of vigor, dedication, and absorption *are* the determining factors in maintaining female employee retention amidst complex domestic stressors. The remaining influence of 88.11% in this model is most likely influenced by systemic factors outside the scope of this study, such as financial compensation structure, supportive leadership style of superiors, inclusive organizational culture, or the availability of formal policies such as *Flexible Working Arrangements* (FWA). Recognizing the significant number of variables outside, this model demonstrates scientific objectivity, stating that a woman's decision to remain in an organization is the result of a complex, multidimensional interaction between internal psychological factors and external work environment conditions. However, this 11.89% contribution to *work engagement* remains the most strategic intervention point because it directly relates to an employee's intrinsic motivation, which is difficult to replace by external factors alone.

More profoundly, the dynamics of work engagement in suppressing turnover intentions operate through the strengthening of deep affective commitment. The dedication dimension of *work engagement* creates a high sense of meaningfulness, so that work is no longer viewed as a tiring transactional burden, but rather as a primary channel for self-actualization and social identity. The managerial implication that can be drawn for various organizations and companies in East Java is the need for a shift in the management paradigm from one based on tight control to one based on empowerment and engagement. Companies must recognize that interventions through job enrichment strategies *and* the creation of a work ecosystem that is sensitive to women's dual roles—such as providing adequate lactation rooms, flexible leave policies, and childcare facilities—will be far more effective in retaining top talent than solely focusing on efforts to minimize technical workloads. Conversely, conditions of low work engagement will trigger the phenomenon of psychological detachment, where individuals feel emotionally disconnected from the organization's larger goals. In such a state of meaninglessness, even the smallest conflict originating from the domestic sphere will be perceived as an extraordinarily heavy mental burden, automatically activating the escape mechanism of the turnover intention. Therefore, building healthy work engagement is not just an effort to increase productivity, but an essential retention strategy to maintain the sustainability of competent and experienced human resources in the long term.

## Conclusion

The conclusion of this study confirms that work engagement is the primary psychological factor contributing to the reduction of turnover intention in female workers, while work-family conflict does not have a significant direct impact. This finding can be explained through the Conservation of Resources (COR) perspective, which states that individuals will maintain employment if it is perceived as providing important resources, such as economic stability, meaningful work, and professional identity. Within the Job Demands-Resources framework, work engagement functions as a psychological resource that strengthens individual resilience in the face of dual role demands. When work engagement is high, individuals retain sufficient energy, dedication, and focus, thus suppressing the desire to leave the organization. Conversely, a decline in work engagement is an early indicator of increased turnover intention. Thus, this study strengthens the integration of COR and JD-R theories in explaining that the presence of internal psychological resources, particularly work engagement, is a key mechanism in retaining female employees amidst the demands of both work and family roles.

This study has limitations related to the characteristics of the respondents, the diversity of occupational sectors, and the number of participants. The study subjects focused only on married working women, so the findings cannot be generalized to single men or women. In addition, the limited variety of work sectors and the relatively small number of respondents may affect the breadth of interpretation of future research results as well.

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