

The mediating role of job satisfaction in the effect of work–family conflict and job stress on turnover intention

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Abstract

Employee turnover intention remains a critical issue in the hospitality industry due to its high labor mobility and intense job demands. This study aims to examine the effects of work–family conflict and job stress on turnover intention, as well as to investigate the mediating role of job satisfaction based on the Traditional Turnover Theory framework. A quantitative causal-associative approach was employed, with data collected from 94 contract employees at PT Pintu Hijau Utama, a hospitality-related company in Denpasar, Bali. Data were gathered through a structured questionnaire and analyzed using variance-based Structural Equation Modeling with Partial Least Squares (SEM-PLS). The results indicate that work–family conflict and job stress have positive and significant effects on turnover intention, while job satisfaction has a negative and significant effect on turnover intention. Furthermore, both work–family conflict and job stress were found to affect job satisfaction negatively and significantly. Mediation analysis reveals that job satisfaction partially and competitively mediates the relationships between work–family conflict and turnover intention, as well as between job stress and turnover intention. These findings suggest that work–family conflict and job stress increase employees' intention to leave both directly and indirectly through reduced job satisfaction. This study contributes to the literature by reinforcing the mediating role of job satisfaction in explaining how work-related stressors influence turnover intention in the hospitality context. From a managerial perspective, the findings highlight the importance of implementing work–life balance initiatives, stress management strategies, and job satisfaction enhancement programs to reduce turnover intention and improve employee retention.

Keywords: Work–Family Conflict; Job Stress; Job Satisfaction; Turnover Intention; Hospitality Industry

1. Introduction

Turnover intention refers to an individual's tendency to seek better employment opportunities in the future and represents a critical precursor to actual employee turnover (Rusdiansyah, 2021; Sidiq & Pasaribu, 2025). Employees generally expect high levels of job satisfaction, as it fosters positive work behaviors, commitment, and performance (Rusdiansyah, 2021). Conversely, job dissatisfaction can reduce organizational commitment and work effectiveness, ultimately increasing employees' intention to leave the organization (Atmaja et al., 2022; Zhang et al., 2018). Employee turnover is considered high when the annual rate exceeds 10%, while a rate between 5% and 10% is regarded as normal (Mobley et al., 1977; Gillies, 1989).

Turnover intention has become a particularly salient issue in the hospitality industry, which is characterized by relatively high employee mobility (Wowor et al., 2022). As a rapidly growing sector with a substantial contribution to tourism-driven economies, the hospitality industry consistently records higher turnover rates than other sectors (Masa et al., 2025). Previous studies indicate that annual turnover rates in hospitality range between 6% and 12%, exceeding those in manufacturing and other service industries (Han, 2022; Ministry of Manpower of the Republic of Indonesia,

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2023). Among the primary antecedents of turnover intention in this sector are work–family conflict and job stress (Apriliyani, 2024).

Bali, one of Indonesia's major tourism destinations, has a large proportion of its workforce employed in the hospitality sector (Sugita & Wisnawa, 2021). PT Pintu Hijau Utama, a hospitality-related company operating in property management, guest services, and financial management in Denpasar, Bali, has experienced notable employee turnover. Company records indicate fluctuating turnover rates from 2023 to 2025, reaching 18.75% in 2024 and remaining above the generally accepted threshold in subsequent years. These figures suggest persistent employee mobility and indicate the presence of turnover intention among employees.

Turnover intention represents a psychological stage preceding actual resignation, and failure to address it may result in increased recruitment and training costs, as well as reduced organizational productivity (Sidiq & Pasaribu, 2025). Interviews conducted with employees revealed that high workloads, tight deadlines, and reduced family time contributed to thoughts of leaving the organization. When job demands intensify and work–family balance becomes difficult to achieve, job satisfaction tends to decline, thereby strengthening employees' intention to quit.

Traditional Turnover Theory posits that turnover intention emerges as a response to job dissatisfaction and becomes stronger when employees perceive more attractive alternative employment opportunities (Suana & Rijasawitri, 2020; Yanti & Manuatidewi, 2020). In this context, job satisfaction serves as a critical mediating variable linking work–family conflict and job stress to turnover intention (Jafari-Oori et al., 2025). Role conflict and excessive job pressure have been shown to reduce job satisfaction (Dong et al., 2024), while higher job satisfaction can act as a protective factor that suppresses employees' intention to leave.

Work–family conflict arises when competing demands between work and family roles create tension due to limited time, energy, and attention (Novrandy & Tanjuwijaya, 2022; Siswanto et al., 2022). Prior studies consistently report a positive and significant relationship between work–family conflict and turnover intention (Adelia, 2020; Delvina et al., 2024; Rajagopalan et al., 2025), primarily through reduced job satisfaction (Dhakirah et al., 2021). Similarly, job stress—defined as psychological pressure exceeding an individual's coping capacity—has been identified as a significant predictor of turnover intention (Dewi & Sriathi, 2019; Finthariasari et al., 2020). Unmanaged job stress can lead to emotional instability, anxiety, sleep disturbances, and diminished social interactions, ultimately lowering job satisfaction and increasing employees' desire to leave (Rahman & Saroyo, 2020; Nopiyanti et al., 2024).

Despite extensive research, empirical findings on the determinants of turnover intention remain inconsistent. Some studies report a negative relationship between work–family conflict and turnover intention when strong organizational support is present (Fitrizqa et al., 2020), while others find no significant effect (Ladelsky & Lee, 2023). Similar inconsistencies appear in studies on job satisfaction, with findings ranging from positive to negative and insignificant effects on turnover intention (Barage & Sudarusmank, 2022; Maulana, 2022). These divergent results highlight a clear research gap and underscore the need for further investigation. Accordingly, this study examines the mediating role of job satisfaction in the relationship between work–family conflict, job stress and turnover intention. By addressing existing inconsistencies in prior research, this study aims to provide a more comprehensive understanding of how role conflict and job stress influence turnover intention through job satisfaction, thereby offering practical insights for human resource management strategies focused on enhancing work–family balance, stress management, and employee retention.

2. Literature Review and Hypothesis Development

Work–family conflict has been widely recognized as a critical antecedent of turnover intention. Previous studies indicate that conflict between work and family roles reduces organizational commitment and job satisfaction, thereby increasing employees' intention to leave (Adelia, 2020; Dhakirah et al., 2021). Empirical evidence suggests that employees are more likely to consider resignation when work–family conflict intensifies (Prasetyo et al., 2023; Delvina et al., 2024). Such conflict undermines employees' psychological well-being and contributes to withdrawal behaviors.

Furthermore, the impact of work–family conflict on turnover intention is influenced by contextual factors such as supervisory support. Novrandy and Tanuwijaya (2022) found that strong supervisor support can weaken the adverse effects of work–family conflict, whereas low job involvement amplifies employees' intention to quit. Consistent findings across multiple studies confirm that work–family conflict positively and significantly affects turnover intention (Finthariasari et al., 2020; Labrague, 2024; Li et al., 2025; Ling et al., 2024).

H1: Work-family conflict has a positive and significant effect on turnover intention.

Job stress is defined as a state of tension that affects individuals' emotions, cognitive processes, and physical conditions (Handoko, 2016). Excessive job demands, responsibilities, and time pressure are major sources of job stress and have been identified as key predictors of turnover intention (Tziner et al., 2019). When high job demands are not matched with adequate organizational rewards or support, employees experience dissatisfaction that triggers thoughts of quitting.

Empirical studies consistently demonstrate a positive relationship between job stress and turnover intention across various sectors (Ning et al., 2023; Sarigül, 2024). Lower levels of job stress have been associated with reduced turnover intention, while higher stress intensifies employees' desire to leave (Abousoliman & Hamed, 2024). Similar findings were reported by Nurhidayati and Dini (2023), Prasetyo et al. (2018), Barage and Sudarusman (2022), Prayogi et al. (2019), and Ramlah et al. (2021), highlighting job stress as a significant antecedent of turnover intention.

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

Job satisfaction reflects employees' positive attitudes toward their work and work environment (Nadeak et al., 2025). Factors such as job characteristics, compensation, promotion opportunities, supervision, and coworker relationships significantly shape job satisfaction (Lestari, 2022). Employees who experience high job satisfaction tend to remain with their organizations, whereas dissatisfaction increases the likelihood of turnover (Prasetyo et al., 2018).

Mobley et al. (1977) conceptualized turnover as a decision-making process initiated by job evaluation, followed by dissatisfaction and thoughts of quitting. Empirical evidence consistently supports a negative relationship between job satisfaction and turnover intention (Lehtonen et al., 2021; Wang et al., 2020; Ladelsky & Lee, 2022; Sismawati & Lataruva, 2020; Ardianto & Bukhori, 2021; Kim et al., 2024).

H3: Job satisfaction has a negative effect on turnover intention.

A substantial body of literature indicates that work-family conflict negatively affects job satisfaction. Studies by Yang et al. (2024) and Bai et al. (2025) demonstrate that increasing conflict between work and family roles significantly reduces job satisfaction, although social and organizational support can mitigate this effect. Similar findings were reported among female employees (Asbari et al., 2020) and across various occupational contexts (Siswanto et al., 2022; Keshky et al., 2024; Atmaja et al., 2024; Legowo et al., 2019; Mayasari & Thamrin, 2025). The imbalance between work demands and family responsibilities generates emotional strain that diminishes employees' satisfaction with their jobs (Sumitra et al., 2024).

H4: Work-family conflict has a negative effect on job satisfaction.

Job stress can function as both a motivating and debilitating factor, depending on its intensity and individuals' coping capacity (Susilo, 2020). Excessive stress disrupts employees' ability to perform effectively and undermines job satisfaction (Hasyim, 2020). Organizational support plays a crucial role in buffering the negative consequences of job stress (Omoredede & Berglund, 2024).

Empirical evidence confirms that high job stress leads to lower job satisfaction (Bhastary, 2020; Novaritpraja, 2020; Ninanus, 2021). When perceived job demands exceed available resources, employees experience dissatisfaction that weakens their attachment to the organization.

H5: Job stress has a negative effect on job satisfaction.

Heavy workloads and extended working hours make it difficult for employees to fulfill family roles, thereby reducing job satisfaction and increasing turnover intention (Faqih & Soribin, 2024). Several studies have confirmed the mediating role of job satisfaction in the relationship between work-family conflict and turnover intention (Wulandari & Adnyani, 2016; Jahromi et al., 2022).

Recent empirical evidence further supports this mediating mechanism, demonstrating that work–family conflict indirectly influences turnover intention through job satisfaction (An et al., 2020; Kalliath et al., 2023; Wang & Li, 2024; Anwar & Gani, 2023).

H6: Job satisfaction mediates the effect of work–family conflict on turnover intention.

Job stress arising from excessive workload, poor supervision, time pressure, and unfair evaluation negatively affects job satisfaction and increases employees' intention to quit (Mangkunegara, 2013; Nursadrina et al., 2012). However, when employees perceive fairness in compensation, promotion opportunities, and supervisory support, job satisfaction may reduce the likelihood of turnover.

Prior studies confirm that job satisfaction mediates the relationship between job stress and turnover intention, indicating that stress influences turnover primarily through its impact on satisfaction (Anees, 2021; Sofia, 2019; Liu, 2019; Stanlie, 2020; Pratiwi, 2020; Wulansari et al., 2022).

H7: Job satisfaction mediates the effect of job stress on turnover intention.

3. Methods

This study employed a quantitative causal-associative design to examine the effects of work–family conflict (X1) and job stress (X2) on turnover intention (Y), with job satisfaction (M) specified as a mediating variable grounded in Traditional Turnover Theory. The research was conducted at PT Pintu Hijau Utama, located in Denpasar, Bali, over approximately three months following formal research approval. The unit of analysis comprised non-managerial contract employees; top management and departmental heads were excluded. To ensure respondents had sufficient exposure to job demands and work–family dynamics, the target population was restricted to contract employees with a minimum tenure of one year. Using a saturated sampling technique, all eligible employees (N = 94) were included as the study sample.

Primary data were collected through a structured Likert-scale questionnaire measuring turnover intention using Mobley et al. (1977), work–family conflict using Carlson et al. (2000), job stress using Karasek et al. (1998), and job satisfaction using Spector (1985), complemented by preliminary interviews and organizational documents as secondary data (Creswell, 2023; Sugiyono, 2020). Data analysis combined descriptive statistics in SPSS and variance-based Structural Equation Modeling using Partial Least Squares (SEM-PLS) in SmartPLS 3.0 to test both direct and indirect effects (Hair et al., 2022). The measurement model was evaluated for validity and reliability through outer loadings, Cronbach's alpha, composite reliability, convergent validity, and discriminant validity (Fornell–Larcker and cross-loadings), while the structural model was assessed using R^2 and Q^2 . Hypotheses were tested via bootstrapped path coefficients ($p < 0.05$), and mediation effects were interpreted following Hair et al.'s (2022) procedure to determine whether job satisfaction functioned as full, partial, or non-mediation in the proposed relationships.

4. Result and Discussion

4.1. Hypothesis Testing

Hypothesis testing was conducted using the p-statistics (p-value). A p-value < 0.05 indicates a statistically significant result, whereas a p-value > 0.05 indicates a non-significant result. If the outer loading results are significant, this implies that the indicators are appropriate measures of the latent variables. Meanwhile, if the inner model results are significant, it indicates that there is a meaningful effect of one latent variable on another. The PLS analysis provides the direction and magnitude of the effects of each exogenous variable on the endogenous variable. The results are presented as follows.

Table 1 Hypothesis Testing Results

Hypothesis	Path Coefficient	P Values	T-Statistic	Remarks
Direct Effects				
Work-Family Conflict (X1) → Turnover Intention (Y)	0.851	0.000	3.872	Significant
Job Stress (X2) → Turnover Intention (Y)	0.060	0.002	0.492	Significant
Job Satisfaction (M) → Turnover Intention (Y)	-0.133	0.003	0.590	Significant
Work-Family Conflict (X1) → Job Satisfaction (M)	-0.818	0.000	18.809	Significant
Job Stress (X2) → Job Satisfaction (M)	-0.158	0.001	3.475	Significant
Indirect Effects				
Work-Family Conflict (X1) → Job Satisfaction (M) → Turnover Intention (Y)	0.108	0.006	0.583	Significant
Job Stress (X2) → Job Satisfaction (M) → Turnover Intention (Y)	0.021	0.004	0.559	Significant

Primary Data, 2026

The PLS analysis indicates the direction and magnitude of the effects of each exogenous variable on the endogenous variable. These results are described as follows.

4.2. Effect of Work-Family Conflict on Turnover Intention

Table 1 shows that the effect of work-family conflict on turnover intention yielded a path coefficient of 0.851, with p-values of $0.000 < 0.05$ and a t-statistic of 3.872; therefore, the hypothesis is accepted. This indicates that work-family conflict has a positive and significant effect on turnover intention at PT Pintu Hijau Utama. This finding implies that the higher the work-family role conflict experienced by employees, the higher their intention to leave the company.

4.3. Effect of Job Stress on Turnover Intention

Table 1 shows that the effect of job stress on turnover intention produced a path coefficient of 0.060, with p-values of $0.002 < 0.05$ and a t-statistic of 0.492; therefore, the hypothesis is accepted. This indicates that job stress has a positive and significant effect on turnover intention at PT Pintu Hijau Utama. This implies that the higher the level of job stress perceived by employees, the higher their intention to leave the company.

4.4. Effect of Job Satisfaction on Turnover Intention

Table 1 shows that the effect of job satisfaction on turnover intention resulted in a path coefficient of -0.133, with p-values of $0.003 < 0.05$ and a t-statistic of 0.590; therefore, the hypothesis is accepted. This indicates that job satisfaction has a negative and significant effect on turnover intention at PT Pintu Hijau Utama. This implies that the higher the job satisfaction perceived by employees, the lower their intention to leave the company.

4.5. Effect of Work-Family Conflict on Job Satisfaction

Table 5.11 shows that the effect of work-family conflict on job satisfaction yielded a path coefficient of -0.818, with p-values of $0.000 < 0.05$ and a t-statistic of 18.809; therefore, the hypothesis is accepted. This indicates that work-family conflict has a negative and significant effect on job satisfaction at PT Pintu Hijau Utama. This implies that the higher the work-family role conflict experienced by employees, the lower their job satisfaction.

4.6. Effect of Job Stress on Job Satisfaction

Table 1 shows that the effect of job stress on job satisfaction produced a path coefficient of -0.158, with p-values of $0.001 < 0.05$ and a t-statistic of 3.475; therefore, the hypothesis is accepted. This indicates that job stress has a negative and significant effect on job satisfaction at PT Pintu Hijau Utama. This implies that the higher the job stress experienced by employees, the lower their job satisfaction.

4.7. Mediating Role of Job Satisfaction in the Effect of Work–Family Conflict on Turnover Intention

Table 1 shows that the indirect effect of work–family conflict on turnover intention through job satisfaction yielded a path coefficient of 0.108, with p-values of $0.006 < 0.05$ and a t-statistic of 0.583; therefore, the hypothesis is accepted. Thus, it can be concluded that job satisfaction mediates the effect of work–family conflict on turnover intention at PT Pintu Hijau Utama.

4.8. Mediating Role of Job Satisfaction in the Effect of Job Stress on Turnover Intention

Table 1 shows that the indirect effect of job stress on turnover intention through job satisfaction yielded a path coefficient of 0.021, with p-values of $0.004 < 0.05$ and a t-statistic of 0.559; therefore, the hypothesis is accepted. Thus, it can be concluded that job satisfaction mediates the effect of job stress on turnover intention at PT Pintu Hijau Utama.

4.9. Mediation Analysis

4.9.1. Effect of Work–Family Conflict on Turnover Intention Mediated by Job Satisfaction

The SEM-PLS results show that p1 and p2 are significant, and the direct effect p3 is also significant but in a negative direction. Therefore, job satisfaction mediates the effect of work–family conflict on turnover intention through competitive partial mediation.

4.9.2. Effect of Job Stress on Turnover Intention Mediated by Job Satisfaction

The SEM-PLS results show that p1 and p2 are significant, and the direct effect p3 is also significant but in a negative direction. Therefore, job satisfaction mediates the effect of job stress on turnover intention through competitive partial mediation.

5. Conclusion

Work–family conflict has a positive and significant effect on turnover intention at PT Pintu Hijau Utama, indicating that higher levels of conflict between work and family roles experienced by employees are associated with a stronger intention to leave the organization.

Job stress has a positive and significant effect on turnover intention at PT Pintu Hijau Utama. This finding suggests that as employees experience higher levels of job-related stress, their tendency to develop intentions to leave the company increases.

Job satisfaction has a negative and significant effect on turnover intention at PT Pintu Hijau Utama. This indicates that higher levels of job satisfaction among employees are associated with a lower intention to leave the organization.

Work–family conflict has a negative and significant effect on job satisfaction at PT Pintu Hijau Utama. This implies that increased conflict between work and family roles leads to a decrease in employees' job satisfaction.

Job stress has a negative and significant effect on job satisfaction at PT Pintu Hijau Utama. This result indicates that higher levels of job stress experienced by employees contribute to lower levels of job satisfaction.

Job satisfaction mediates the effect of work–family conflict on turnover intention through competitive partial mediation at PT Pintu Hijau Utama. This suggests that work–family conflict influences turnover intention not only directly but also indirectly through its negative impact on job satisfaction.

Job satisfaction mediates the effect of job stress on turnover intention through competitive partial mediation at PT Pintu Hijau Utama. This indicates that job stress increases turnover intention both directly and indirectly by reducing employees' job satisfaction.

5.1. Managerial Implication

The findings of this study provide several important managerial implications for PT Pintu Hijau Utama and hospitality organizations with similar workforce characteristics. First, the significant positive effect of work–family conflict on turnover intention highlights the need for management to actively support work–life balance. Managers should consider implementing flexible work arrangements, such as adjustable work schedules, shift rotation systems, or workload redistribution during peak periods, to reduce role conflict between work and family responsibilities. Clear job planning

and realistic performance targets can also help employees manage their dual roles more effectively, thereby lowering their intention to leave the organization.

Second, the positive and significant relationship between job stress and turnover intention underscores the importance of effective stress management strategies. Management should regularly assess job demands, workload intensity, and time pressure to ensure that employees' responsibilities are aligned with their capabilities. Providing stress management programs, such as counseling services, employee assistance programs, or stress awareness training, may help employees cope more effectively with work-related pressures. In addition, improving supervisory support and communication can reduce uncertainty and emotional strain, which are common sources of job stress in the hospitality sector.

Third, the strong negative effect of job satisfaction on turnover intention indicates that enhancing employee satisfaction is a critical retention strategy. Management should focus on improving key dimensions of job satisfaction, including fair compensation, transparent promotion opportunities, supportive supervision, and positive coworker relationships. Strengthening internal communication and ensuring that employees feel valued and recognized for their contributions can foster a more positive work environment, thereby reducing employees' intention to leave.

Fourth, the mediating role of job satisfaction in the relationships between work–family conflict, job stress, and turnover intention suggests that managerial interventions should not only aim to reduce negative job conditions but also simultaneously enhance employees' satisfaction. Even when work–family conflict and job stress cannot be entirely eliminated due to the nature of hospitality work, organizations can buffer their negative effects by creating a supportive organizational climate that promotes fairness, trust, and employee well-being.

Compliance with ethical standards

Disclosure of conflict of interest

No conflict of interest to be disclosed.

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