Work-Family Conflict: Navigating the Impact on Well-Being and Intent to Leave

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Abstract : Work-family conflict is a form of role conflict that occurs when the demands of work and family come into tension. This conflict can significantly affect the quality of life at work as well as the quality of family life. In this context, we wanted to examine the impact of the balance between private life and family on well-being and intention to leave. The study was conducted on a sample of sixty (60) Algerian employees, The data were analyzed using the structural equation modeling method with Partial Least Squares, and the tool used for analysis was Smart PLS 4.The results indicate that there is a significant positive relationship between the conflict family-work factor and the departure intent, However, the hypothesis that there is a significant positive relationship between the conflict family-work factor and well-being is invalidated.

Keywords: Work-family conflict, Well-being, intent to leave, Time, Stress, Behavior.

Jel-classification: J22,I31,I12.

Introduction:

The concept of work-family conflict is a form of role conflict that arises when the demands of work and the demands of family are mutually in tension (Duxbury, Higgins, & Lee, 1994) . This can considerably affect the quality of life at work as well as the quality of family life.

Our objective was to investigate the impact of family-work balance on employee well-being and their intention to leave the company. In addition,.We formulated the following initial question: what is the impact of the balance between private life and family on well-being and intention to leave?

Work-family conflicthas become a prevalent issue in today's modern workplaces, where individuals face the challenge of balancing work and family responsibilities. Work-family conflict occurs when the demands of one domain interfere with the fulfillment of obligations in the other, leading to negative outcomes for individuals and organizations. Such negative outcomes include decreased well-being and increased intention to leave, which can have detrimental effects on organizational performance and employee retention.

Given the increasing prevalence of Work-family conflict, researchers and organizations have sought to better understand the factors that contribute to Work-family conflict and its impact on employee

outcomes.This literature review will provide an overview of the existing research on the impact of Work-family conflicton employee outcomes, including its relationship to well-being

We propose to test the following hypothesis:

H1: Work-family conflict is positively correlated with well-being at work

and the following sub-hypotheses:

H1-a: Work-family conflict in terms of time is associated with well-being at work

H1-b: Behavioral work-family conflict is associated with well-being at work

H1-c: Work-family conflict in terms of stress is associated with well-being at work

Workers who perceive high organizational support are more likely to feel valued and supported in their family role, which may reduce the level of stress associated with work-family conflict. It is therefore interesting to hypothesize the following:

H2: Work-family conflict is positively correlated with the intention to quit

The sub-hypotheses:

H1-a: Work-family conflict in terms of time is positively associated with employees' intention to quit.

H1-b: Work-family conflict in terms of behavior is positively associated with employees' intention to leave.

H1-c: Work-family conflict in terms of stress is positively associated with employees' intention to leave.

Quantitative research methods were used for the study, and a sample population in Algeria was chosen amongst participants who were single and, in a relationship, female and male, with and without children.

I.   Literature review :
1. Work-family conflict

Work-family conflict is an important research topic in organizational psychology and human resource management. It refers to the stress and strain that result from conflicts between the demands of work and family responsibilities.

According to a literature review, several authors use the term "work-family conflict" rather than "work-family balance". And often address the emergence of two forms of conflict: one work-family (Duxbury & Higgins, 2001), and the other family-work (Aryee, Srinivas, & Tan, 2005); (Baltes & Heydens-Gahir, 2004). Thus, they are interested in two types of conflict: work-family conflict where work interferes with family life, and family-work conflict where the demands of family life interfere with professional obligations. Other expressions such as "conciliation", "interaction", "facilitation" or even "balance" are preferred by reference authors. Because of this multitude of expressions,

Although work-family balance can be defined in many ways (Carlson, Grzywacz, & Zivnuska, 2009), the majority of researchers are inspired by the definition of Greenhaus and Beutell. As early as 1985, the latter had defined the work-family theme as a form of conflict between the different roles occupied by the same person. Time, stress, and behavior: the three components of work-family balance Work-family balance would take three different forms(Greenhaus & Beutell, 1985) Time conflict arises when the

demands of different roles make time management difficult. Time spent in one role makes the person unavailable to invest in another role. When she is preoccupied with occupying one role, this would encroach on her availability to take care of the tasks of the other role (Adams, King, & King, 1996) inter-role balance is defined as "a situation in which pressures from work or family are mutually incompatible in some respect" (Greenhaus & Beutell, 1985).

Duxbury et al. (1994), note two types of pressure exerted on the individual: role overload, and role interference (two activities at the same time).

The second type of conflict would be based on the principle of stress. according to Greenhauss & Beutell (1985, p 80), "conflict based on stress would exist when the contribution made in one role affects the performance of the individual in another role". The incompatibility of the roles would be perceptible insofar as the stress generated by the interference between these roles harms the capacities of an individual to manage them serenely (Greenhaus & Beutell, 1985), these authors tried to examine the sources of conflict between work and family roles, including time demands, value conflicts, and behavioral conflicts. The authors conclude that reducing work-family conflict requires a combination of flexible work policies and practices, as well as training to help employees manage the demands of work and family. The fatigue and stress experienced at work, for example, can be transposed, when returning home, into family life and vice versa. (Brief, Schuler, & Van Sell, 1981).

Behavior-based conflict is the third form of work-family conflict. The behavior expected at work would be different from that sought by family members (Burke & Bradshaw, 1981). For example, if a manager whose organization adopts a logical, emotionally stable, objective, aggressive, or even authoritarian behaviour (Greenhaus &Beutell, 1985) he should be just as capable of being warm, emotional and vulnerable when he finds himself in a family with his children. If the behavior adopted in one of the domains (work or family) would be inappropriate, the conflict based on the behavior would appear.

Allen & al (2000) examined the consequences of work-family conflict, including stress levels, mental health problems, marital conflict, negative behaviors toward children, and negative behaviors at work.. The authors conclude that the negative effects of work-family conflict can be reduced by policies and flexible work practices, family support programs, and time management skills.

(Ernst Kossek & Ozeki, 1998), Raised the role of flexible working policies in reducing work-family conflict and promoting job satisfaction and life satisfaction. theyfound that inadequate work-life balance (WLB) has negative effects, leading to high levels of work-family conflict and family-work conflict, which in turn reduces family satisfaction. Additionally, the study confirmed that poor WLB due to high levels of work-family conflict can negatively impact work satisfaction and psychological health. However, the negative impacts of family-work conflict on work satisfaction and psychological health were not found to be significant. The study also identified that excessive working hours and inflexible work schedules were the main causes of work-family conflicts. To address these issues, the study suggests that employers can improve WLB by implementing family-friendly initiatives such as flexi-time, time off in lieu, compressed working weeks, and providing support for childcare and eldercare. The authors conclude that flexible work policies, such as flexible work hours, paid time off, and benefits can help reduce work-family conflict and improve job and life satisfaction. reducing work-family conflict can be achieved by creating positive work environments and providing resources to help employees manage the demands of work and family. (Grzywacz & Marks, 2000).

2. Well-being at work:

Well-being at work is a concept that has generated a lot of interest in research and academic publications. This is due to the growing emphasis on quality of work life and recognition of its impact on employee health, productivity, and satisfaction.

A review of the literature on well-being at work shows that many factors can influence the well-being of employees at work, such as working conditions, relationships with colleagues and superiors, recognition and valuation, flexibility and reconciliation of personal and professional life, etc. Studies have also shown that employers can take steps to improve well-being at work, such as setting up support programs, promoting health and well-being, raising awareness about stress management and the prevention of burnout, as well as the creation of a positive and inclusive work environment.

Additionally, some studies have also looked at the effects of workplace well-being on organizational outcomes, such as productivity, employee satisfaction, employee loyalty, and retention. The results showed that well-groomed employees are generally more productive, more satisfied with their work, and more loyal to their employer.

According to a study by (Warr, Cook, & Wall, 1979), well-being at work is influenced by factors such as job satisfaction, general life satisfaction, autonomy, and participation in decision-making. Other factors such as workload, relationships with colleagues, recognition, and rewards have also been identified as having an impact on workplace well-being (Rajendran, Giridhar, Chaudhari, & Kumar Gupta, 2021). Workplace well-being can also be affected by organizational factors such as leadership, organizational culture, and human resource policies. Studies have shown that employees are more likely to feel good about their jobs when their work environment is conducive to their personal and professional development (Spreitzer, 1995).

In terms of consequences, studies have shown that well-being at work is linked to better job performance, greater job satisfaction, and reduced absenteeism and turnover (Saks, 2006)Workplace well-being can also have positive effects on employees' mental health, reducing stress and burnout (Bakker & Demerouti,, 2014). being employees, including their stress levels, job satisfaction, productivity, and physical and mental health (I-Hsuan, 2018).

3. The intention to quit : Mobley (1982, p. 68) defines turnover rate as the intention of the

employee to leave his current job. Previous research has shown that the intention to leave can lead to the actual departure of workers from the company (Griffeth et al., 2000, Porter &Steers, 1973). Intention to leave is also defined as an employee's plan to leave the current position; The employee is eager to secure a new job soon   (Purani & Sahadev, 2008) (Mansour & Tremblay, 2018). In fact, The intention to leave is, considered a "proactive" indicator of voluntary turnover, because this intention constitutes an important precursor of the decision to leave, but also because this decision remains more complex to examine.

Lee & Mitchell, (1994)noted the factors that influence workers' intention to leave. The studies reviewed have shown that individual factors such as job satisfaction, engagement, and quality of work life are important predictors of intention to quit. Additionally, organizational factors such as perceived organizational support, career development opportunities, and relationships with co-workers can also have a significant impact on workers' intention to leave. Implications for practice and future directions of research are discussed.

(Ozkan & al, 2020) reviewed previous studies to identify the main factors that influence the intention to quit. The results showed that the main causes of intention to quit were job satisfaction, organizational commitment, job stress, and the quality of interpersonal relationships at work. The authors also identified differences in intention to leave factors between employees in different industries and age categories. The results of this literature review provide important guidance for organizations wishing to reduce the intention to leave their employees.

4. Impact of work-family conflict on well-being at work

Work-family conflict can have a significant impact on well-being at work. Several studies have shown that workers who face work-family conflict tend to have lower job satisfaction and higher levels of stress than those who do not have this type of conflict. A meta-analysis by Greenhaus and Beutell (1985) concluded that work-family conflict is associated with lower job satisfaction and higher levels of stress. A study by Byron (2005) also showed that work-family conflict was correlated with a less satisfactory overall quality of life. In a 2003 study, Poelman examined the relationships between work-family conflict and the mental health of workers. He founds that work-family conflict was positively associated with emotional exhaustion, depression, and anxiety. They also found that workers who were able to manage work-family conflict effectively had better mental health than those who could not. A study by Hill & al. (2001) also showed that workers facing work-family conflict were more likely to report higher levels of stress.Without the balance between the work life and family life, there can be work-family conflicts which will result in many unfavourable consequences such as high stress, job dissatisfaction, impaired job performance and grievances (Perera, 2020).

Work-family conflict can also have effects on the physical and mental health of workers. A study by Allen & al. (2000) showed that workers who face work-family conflict were more likely to report physical symptoms, such as headaches and back pain. Another study by Frone (2003) found that work-family conflict was associated with symptoms of psychological distress, such as anxiety and depression.

Work-family balance policies and practices can help mitigate the negative effects of work-family conflict on workplace well-being. For example, a study by Kossek and Ozeki (1998) showed that workers who benefited from work-life balance policies, such as part-time or telecommuting, had higher job satisfaction than those who did not. have access to these policies. A study by Grzywacz and Bass (2003) also showed that workers who had access to family leave policies had lower levels of stress.

Gender may also play a role in the impact of work-family conflict on well-being at work. Women tend to be more affected by work-family conflict than men, due to social and cultural expectations related to the role of mother and wife. A study by Byron (2005) showed that women facing work-family conflict had higher levels of stress than men facing the same conflict.

5. Impact of work-family conflict on intention to quit

Work-family conflict can also impact withdrawal behaviors, such as absenteeism and turnover.Several studies have shown that work-family conflict can have a significant impact on workers' intention to quit. For example, a study by Grover and Crooker (1995) showed that work-family conflict was associated with a higher intention to leave the company. Another study conducted by Carlson & al. (2009) showed that workers facing work-family conflict were more likely to look for a new job.A study by Parasuraman and Greenhaus (2002) showed that workers facing work-family conflict were more likely to take sick leave and quit their job.A study conducted by Lapierre and Allen (2006) revealed that work-family

conflict was an important predictor of intention to leave an organization. Similarly, a study by Eby & al. (2005) showed that workers with high work-family conflict were more likely to seek new employment.

Work-family conflict can have a direct impact on workers' intention to quit due to the resulting stress and burnout. Workers with high work-family conflict may feel overwhelmed by the demands of both spheres of their lives and be less engaged in their work, which may affect their intention to stay in their current job. In addition, work-family conflict can lead to a decrease in job satisfaction and quality of life, which can also influence the intention to leave.

In response to these challenges, many companies have put in place policies and practices to help workers balance work and family obligations. Studies have shown that these policies can have positive effects on job satisfaction and worker performance, as well as an intention to stay with the company. For example, a study by Kossek& al. (2006) showed that work-life balance policies were correlated with higher job satisfaction and higher intention to stay. It is also important to note that organizational support can play an important role in the impact of work-family conflict on the intention to leave. A study by Allen & al. (2000) showed that organizational support could attenuate the negative impact of work-family conflict on the intention to quit.

II. Methodology :

This scientific article presents the findings of a study that aimed to investigate the impact of work-family conflict on employee well-being and intention to leave their job. The study was conducted on a sample of sixty (60) Algerian employees, both men and women, from various sectors of companies. The sampling technique used was simple random sampling with probability sampling. The data collection period lasted from December 4th, 2022 to February 15th, 2023, and the data were collected through a questionnaire consisting of 34 questions. The questionnaire was distributed via Google Forms, making it easy for respondents to complete the survey at their own convenience. The data were analyzed using the structural equation modeling method with Partial Least Squares, and the tool used for analysis was Smart PLS 4. The findings of this study have important implications for managers and organizations to develop policies and strategies that reduce work-family conflict and promote employee well-being, leading to increased job satisfaction and retention.

Measures

The work-family conflict construct was measured using the scale validated by Carlson, Kacmar, and Williams (2000) which takes into account not only the bidirectional measurement of said concept but also the separate evaluation of the three forms of conflictive interference related to time (8 items), behaviors (4 items) and stress at work (9 items),

To assess well-being, we have chosen to use the index of psychological well-being at work (IBPET) (Gilbert, Dagenais-Desmarais, & Savoie, 2011), (10 items)

We used the Mobley scale (1982) to assess intention to quit (4 items). In the three scales of measurements used, the respondent assesses himself using a five-point Likert scale, ranging from (1) "Totally disagree" to (5) "Extremely agree".

III. ANALYSIS OF RESULTS AND DISCUSSIONS

The research model is the total embodiment of our central problem (figure 1). Indeed, the study of the impact Work-Family Conflict on the**INTENT TO LEAVE and WELL-BEING** will suppose the analysis of three main influencing factors, namely: the TIME factor, the stress, and the factorBEHAVIOR,

which will measure the degree of the impact ofWORK-FAMILY CONFLICT on WELL-BEING (H1) and the degree of impact of WORK-FAMILY CONFLICT onDEPARTURE INTENT (H2)

**Figure 1 :Conceptual framework of the stud**
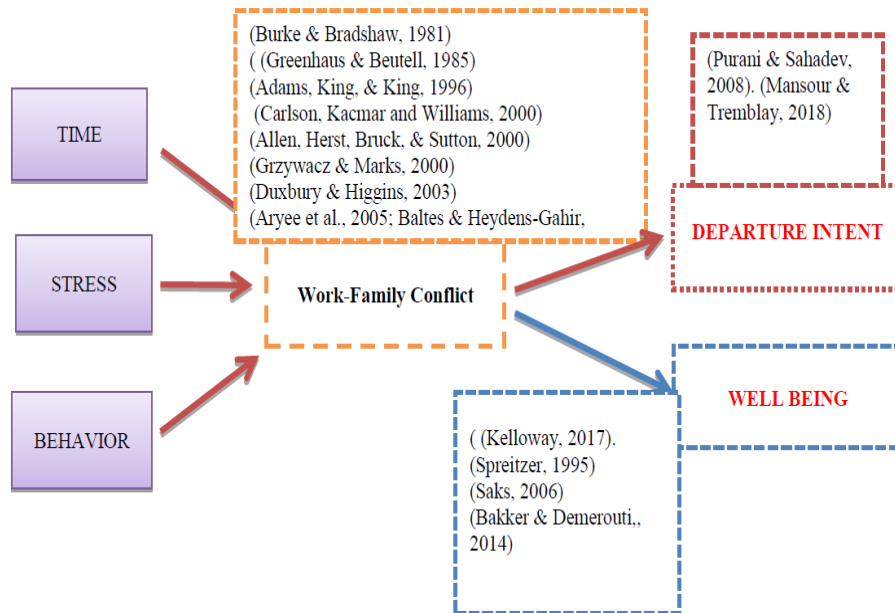
Source: Made by us

1. EVALUATION AND VALIDATION OF THE MEASUREMENT MODEL

The basic model for the application of the PLS approach is shown in the figure below (figure 2). Each latent variable is measured by a set of items according to a reflexive mode, and is linked to the corresponding endogenous construct in accordance with the main hypotheses stated.

Figure (2): Structural model before application of the PLS approach algorithm.
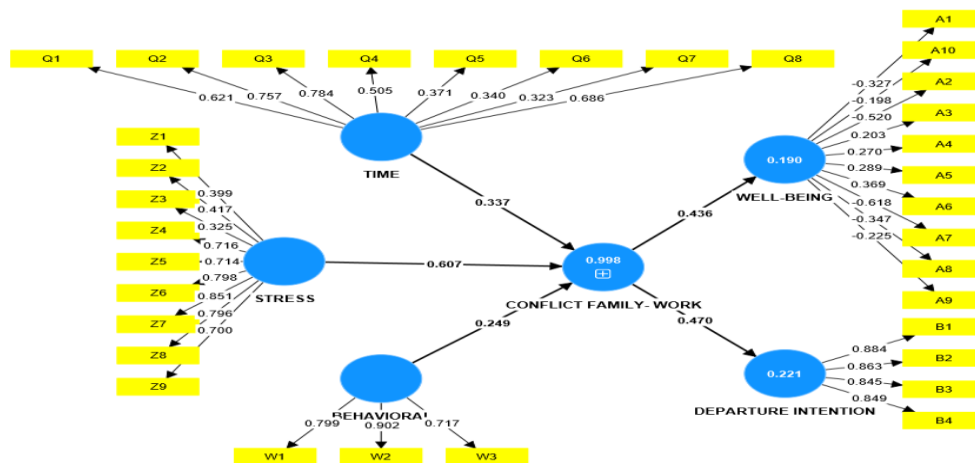
Source: Made by us

The evaluation of the measurement model essentially aims to purify the items identified for each latent construct of the model, so as to ensure the use of the best combination of items in terms of reliability

and validity. We will present in what follows the results of the evaluation of the measurement model in four main stages, namely: 1- the results relating to the reliability of the constructs, 2- the reliability of the indicators, 3- the convergent validity, 4- discriminant validity. These are obtained by using the SMART PLS 4.0 software.

1.1. The reliability of the constructs (Construct reliability andvalidity)

Two parameters are considered for the test of construct reliability, namely: Cronbach's alpha and "Composite reliability". Their respective values must be greater than 0.7. The results are presented in the following table:

Table (1): Reliability of measurements (Cronbach's α, and Composite reliability).

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)
BEHAVIORAL	0.732	0.753	0.850
CONFLICT FAMILY-WORK	0.887	0.891	0.906
DEPARTURE INTENT	0.883	0.890	0.919
STRESS	0.873	0.875	0.905
TIME	0.745	0.754	0.841
WELL BEING	0.858	0.879	0.899

Source: Elaborated by the authors based on the results of the PLS analysis.

The "Composite Reliability" of all of our latent variables turns out to be higher than the proposed threshold. The values of Cronbach's α for all of our latent variables turn out to be above the proposed threshold. However, the reliability of the measurements is achieved.

1.2. The reliability of the indicators:

Depending on the condition of reliability of the indicators, we retained at the statistical level the manifest variables most representative of each construct, and eliminated those whose values are below the standards retained (<0.7). All the "loadings" retained are statistically significant, which means an optimal representation of the constructs. The eliminated items are: item 4, item 5, item 6, item 7, item 13, item 14, item 15, item 22, item 23, item 28, item 29, item 30

1.3. Convergent Validity

Convergent validity refers to the level of correlation existing between indicators of the same construct. Its purpose is to verify that the items taken from a scale and intended to measure a particular construct are sufficiently correlated with each other and with the construct. It is verified by estimating the average shared variance or the "Average Variance Extracted" AVE.A critical threshold greater than or equal to 0.5 will be the sign of satisfactory convergent validity. We will present the results observed in table (2) proposed below.

Table (2): Convergent Validity Assessment

	Average variance extracted (AVE)
BEHAVIORAL	0.656
CONFLICT FAMILY-WORK	0.574
DEPARTURE INTENT	0.740
STRESS	0.616
TIME	0.572
WELL BEING	0.691

Source: Elaborated by the authors based on the results of the PLS analysis.

We observe following the results of the table that all the AVEsare above the critical threshold (0.5). Therefore, the convergent validityof the modelis satisfactory.

1.4. Discriminant validity" Discriminant validity"

Discriminant validity estimates the degree of independence between the measurement items of a particular construct and those relating to other constructs. Thus, the square root of the AVE has been calculated for each latent variable, the discrimination will be verified if this turns out to be higher than the correlation values of the other variables. It will then be a question of bringing the square root of the AVEAverage Variance Extractedof each construct to its correlation coefficients with the other constructs.

	BEHAVIORAL	CONFLICT FAMILY-WORK	DEPARTURE INTENT	STRESS	TIME
BEHAVIORAL					
CONFLICT FAMILY-WORK	0.929				
DEPARTURE INTENT	0.438	0.557			
STRESS	0.552	0.999	0.470		
TIME	0.829	1,033	0.565	0.691	
WELL BEING	0.161	0.228	0.129	0.217	0.205

Table (3): Assessment of Discriminant Validity

Source: Elaborated by the authors based on the results of the PLS analysis.

We can observe in table (3) above which presents all the measures of discriminant validity, thatthe majority of the square roots of the AVEs are higher than the various corresponding correlations (except for the relationship between the two variables Stress andDEPARTURE INTENT), which confirms the discrimination.

2. THE QUALITY OF FIT OF THE MODEL AND THE TESTING OF HYPOTHESES

2.1. The quality of adjustment of the structural model: The coefficient of determination R2

Table (4): The coefficient of determination R2

	R square
CONFLICT FAMILY-WORK	1,000
DEPARTURE INTENT	0.251
WELL BEING	0.035

The R2 of the three endogenous latent variables"CONFLICT FAMILY-WORK", "DEPARTURE INTENT" And "WELL BEING" are respectively**1,000,0.251**And**0.035**. The first two variables are greater than 0.1 (> 0.1) which means a good contribution of the explanatory variables in the prediction of the dependent variables (except for the variableWELL BEING).Thus, the two independent variables: DEPARTURE INTENT" And "WELL BEING"explain 28.6% of the construct"CONFLICT FAMILY-WORK".

2.2. The results of the structural model: testing the hypotheses

2.2.1. Path coefficients

The validation of the hypotheses depends on the importance and significance of the structural relationships. To do this, thanks to the Bootstrapping and PLS Algorithm calculation of the Smart PLS software, we will be able to test the hypotheses of our model. The significance of the structural links that connect the latent variables will make it possible to validate or not the hypotheses. For this, it is necessary to examine the direction of the causality coefficients "Path coefficient" (original sample), and the level of significance of the causal relationships (T-Student >1.96). We checked the results by the Bootstrap method. According to the regression coefficients indicated on the links between the independent and dependent variables, the following relationships are observed:

- A significant positive relationship is recorded between the two constructs"CONFLICT FAMILY-WORK" compared to the "WELL BEING" with a coefficient of**0.188(H1).**
- A significant positive relationship is recorded between the two constructs"CONFLICT FAMILY-WORK" compared to the "DEPARTURE INTENT" with a coefficient of**0.501(H2).**

Even if all of the meanings of these coefficients confirm the empirical results of previous research, it is wise to ensure their significance. We will check the t - Student and the P value associated with each relation of the model, a value of the t - Student greater than 1.96 and a P value less than 5% will indicate a statistically significant direction. The t – Student and P value data will be estimated by applying the Bootstrap method, a resampling method that will identify the best estimate of the latent variables.

2.2.2.The application of the Bootstrap method

Table (5): Results of the hypothesis test: T-Student and Path coefficient

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
BEHAVIORAL -> CONFLICT FAMILY- WORK	0.261	0.259	0.049	5,320	0.000
CONFLICT FAMILY- WORK -> DEPARTURE INTENT	0.501	0.519	0.114	4,391	0.000
CONFLICT FAMILY- WORK -> WELL-BEING	0.188	0.204	0.167	1,126	0.260
STRESS -> CONFLICT FAMILY- WORK	0.579	0.574	0.072	8,058	0.000
TIME -> CONFLICT FAMILY- WORK	0.349	0.345	0.042	8,240	0.000

Source: Elaborated by the authors based on the results of the PLS analysis.

- A non-significant relationship is found between the factorsCONFLICT FAMILY- WORK -> WELL-BEING, with a t of**1,126(less than 1.96) and P-value (Prob Values =**0.260) **greater than 5%. (H1).Which means that (H1) is invalidated**

- A significant relationship was found between the factorsCONFLICT FAMILY- WORK -> DEPARTURE INTENT,with a t of**4,391(greater than 1.96) and P-value (Prob Values = 0.00)**less than 5%.**Which means that the (H2) is confirmed.**

- A significant relationship was found between the CONFLICT FAMILY-WORK factor and the BEHAVIORAL, STRESS, TIME factors with a t greater than 1.96 (respectively5.320, 8.058, 8.240) and the P value (Prob Values = 0.00) less than 5%**This means that all the hypotheses are confirmed.**

FIgure (3): Measurement and structural model after applying the PLS algorithm.
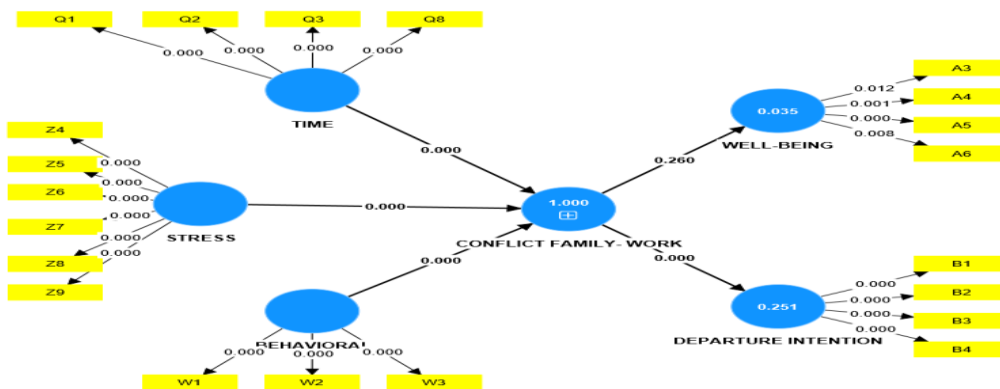
Source: Elaborated by the authors based on the results of the PLS analysis.

Conclusion :

Based on the given results, it can be concluded that there is a significant positive relationship between the conflict family-work factor and the departure intent and the behavioral, stress, and time factors. However, the hypothesis that there is a significant positive relationship between the conflict family-work factor and well-being is invalidated as the relationship is non-significant.

These findings suggest that when individuals experience conflict between their family and work domains, it can lead to negative outcomes such as increased intention to leave the organization and increased levels of behavioral, stress, and time-related problems. family-work conflict can have a negative impact on employees' intention to stay with the organization. It is crucial for organizations to identify and address the sources of family-work conflict to promote employee retention. However, the results do not support the notion that conflict between family and work directly affects well-being. This may indicate the need to explore other factors that could mediate or moderate the relationship between family-work conflict and well-being.

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