The Effect of Work-Family Conflict on the Impact of Role Overload on Turnover Intention and Job Satisfaction

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Purpose: This study aims to investigate how role overload and work-family conflict influence turnover intention and job satisfaction among public employees, providing insights for management practices to enhance employee well-being and organizational effectiveness.
Design/Methods: Quantitative data were collected from 390 public employees in the Central Anatolia region of Turkey. Structural equation modeling (SEM) was employed to analyze the relationships between role overload, work-family conflict, job satisfaction, and turnover intention.
Results: The study reveals that role overload positively influences work-family conflict, which in turn negatively impacts job satisfaction and increases turnover intention among public sector employees. Furthermore, job satisfaction is found to negatively affect turnover intention.
Conclusion: The findings highlight the importance of addressing role overload and work-family conflict to mitigate turnover intention and enhance job satisfaction among public employees. From a practical perspective, this study suggests that organizations should prioritize initiatives aimed at reducing role overload and managing work-family conflict to foster a positive work environment and retain talented employees. Socially, the study underscores the significance of supporting employees in balancing work and family responsibilities to promote their overall well-being and contribute to societal welfare.

Keywords: Role overload, Work-family conflict, Turnover intention, Job satisfaction, Role conflict theory

1 Introduction

The advent of information and communication technologies has brought about rapid and transformative changes in various aspects of organizational life in the current business world. Due to these developments, the expectations of employees in the business world have started to differentiate and the problems they perceive in this context have started to increase. In this context, the problems perceived by employees regarding role overload and work-family conflict have an important place in the literature (Bolino & Turnley, 2005; Judge & Colquitt, 2004).

When there is a discrepancy between the level of behavior required for a work position and the time and energy available to fulfill it, a form of conflict known as workplace role overload arises (Coverman, 1989; Pearson, 2008). The intertwining of work-life balance affects many people, especially employees (Michel et al., 2011).

Work-family conflict undermines employee productivity and detrimentally affects job performance through its adverse impact on employees' job satisfaction (Johnson et al., 2005). In contemporary work environments, increasing demands in both professional and family spheres have made maintaining a harmonious work-life balance a challenging task. Individuals are tasked with the intricate juggling of multiple roles, necessitating the allocation of finite resources between their professional commitments and familial responsibilities (Fotiadis et al., 2019). Work-family conflict is seen as a source of stress for many employees (Haar, 2004). When the literature is analyzed, there is a decrease in employees' job satisfaction and an increase in turnover intentions (Haar, 2004; Saeed et al., 2014). Work-family conflict consists of time, strain, and behavior-based conflict dimensions. (Greenhaus & Beutell, 1985). Time-based conflict arises when the temporal commitments of one role interfere with the execution of activities associated with another role, while tension-based conflict manifests as emotional exhaustion resulting from reduced effectiveness in one role due to factors such as anxiety and stress caused by another role. Behavior-based conflict arises when behaviors that are appropriate for one role are ineffective in fulfilling the requirements of a secondary role (Greenhaus et al., 2006).

Factors that increase turnover intentions include irregular work schedules, lengthy vacations, a high workload, and low pay policies (Brien et al., 2015). Job satisfaction is a term used to describe how people feel and think about their jobs. Job satisfaction is indicated by positive and favorable feelings towards one's job. Unfavorable and negative attitudes toward work are signs of job discontent (Armstrong, 2006). Job satisfaction is a concept linked to the emotional well-being of employees, which influences many factors in various aspects, including overall job performance and turnover propensity (Rusbult et al., 1988). The primary objective of this study was to assess the influence of role overload on the relationship between work-family conflict and both job satisfaction and turnover intention. To achieve this aim, a survey technique was employed within the framework of quantitative methods. Again, structural equation modeling was used within the scope of the research and the effects between the variables were examined.

The research sample consisted of public employees in Turkey, particularly prison guards, police officers, and nurses. The selection of this sample is based on the fact that employees in this group are faced with excessive role load and job dissatisfaction. (Lambert et al., 2020; Stinglhamber et al., 2022). Although the relationship between these concepts has been examined in different studies, there are no studies in the literature in which these concepts are evaluated together. This situation is important for filling gaps in the literature.

2 Conceptual Framework

2.1 Role Overload

Role overload occurs when too many tasks are assigned or overcapacity is exceeded within a certain period of time (Alam & Asim, 2019; Brown et al., 2005). Role overload innovations cope with fixed deadlines, repetitive tasks, tasks requiring high attention and a lack of social support (Herrero et al., 2012). There are many workplace factors that cause role overload and these factors include some structural conditions. These include organizational dynamics such as mergers, downsizing and strict performance criteria, as well as cultural norms, technological advances, and the proliferation of information (Rodriguez et al., 2023). In addition, long working hours and night shifts can also contribute to role overload (Kuschel, 2015). Three different types of role stressors are described in relation to role overload in the literature; role ambiguity, overload, and conflict (Tordera et al., 2008). Role overload, defined as role conflict, role ambiguity, and the expectation of the role holder to perform a variety of role behaviors in a very short period, all of which may be abstractly incompatible with each other (Van Sell et al., 1981), is one of the three forms of work stressors in various organizational contexts (Chiu et al., 2015). Role overload can cause stress, anxiety, and exhaustion, which can negatively impact performance (Hecht, 2001; Park & Jang, 2017). When excessive role overload occurs, employees' job satisfaction decreases (Dodanwala et al., 2022; Pearson, 2008). This situation is also negative for employees.

2.2 Work-Family Conflict

In contemporary society, the changing dynamics of both the work and family fields require most employees to orientate and reconcile their obligations in both areas (Obrenovic et al., 2020). Work-family conflict is a type of inter-role incompatibility in which the demands imposed by work and family conflict are inherently incompatible in various dimensions (Greenhaus & Beutell, 1985). The consequences of such conflict extend beyond the individual, affecting physical and psychological health, attitudes, and performance in both the work and family domains (Amstad et al., 2011). The bidirectional relationship between work and family conflict explains that work-related stressors such as low self-efficacy or too much workload negatively affect the "work" dimension, while family-related stressors such as parental dependency or family conflicts destabilize the "family" domain (Liu et al., 2019). Furthermore, the relationship between employee happiness and productivity is becoming increasingly recognized by organizations, which are consequently paying greater attention

to the family aspects of employees' lives and are actively involved in resolving work-family conflicts (Obrenovic et al., 2020). Organizational support for work-family balance has been found to correlate with higher levels of job performance and improved mental health among individuals. This, in turn, promotes greater satisfaction and allows for more efficient work engagement (Fitzpatrick et al., 2012).

2.3 Turnover Intention

With the acceleration of globalization and internationalization movements, it is of great importance for businesses to increase their competitive capabilities to achieve sustainable growth and development. In this context, attracting and retaining talent has become an important concept for organizations (Nadiri & Tanova, 2010). In this context, the continuity of employees and the absence of thoughts of leaving the job is an important factor. Although businesses want to keep their employees within their organization, employees may have the intention to leave their jobs. Turnover intention is the probability that an employee will voluntarily leave his or her job in the foreseeable future (Cho & Lewis, 2012). Employee turnover refers to the phenomenon of employees voluntarily leaving the organization (Aman-Ullah et al., 2022). However, the literature shows that an employee's choice to leave a company is expensive for both the employee and the organization. While high turnover intentions are a concern for most managers, the cost to management of failing to retain trained and effective employees is also high. (Carmeli & Weisberg, 2006; Sjöberg & Sverke, 2000). In this context, employees who are dissatisfied with their current jobs tend to be quit and look for another job (Mobley et al., 1978).

2.4 Job Satisfaction

Despite the long-standing and extensive research on job satisfaction, the use of this concept is still widely used to explain workplace behaviors (Bezdrob & Šunje, 2021). The concept of job satisfaction is generally defined as a pleasant emotional state, and it is an important determinant of evaluations of the work environment (Soomro et al., 2018). An alternative conceptualization of job satisfaction is that it may be defined as the favorable evolution of employees' emotional well-being resulting from their professional engagement (Özkan et al., 2020). Moorman (1993) approached job satisfaction as both cognitive and affective. Affective job satisfaction is generally accepted as a positive emotional evaluation. From a cognitive perspective, job satisfaction can be viewed as a cognitive appraisal that involves a logical and rational assessment of the working environment. It encompasses a blend of favorable and unfavorable emotions experienced by employees toward their occupation and exhibits a strong correlation with an individual's workplace conduct (Newstrom, 2007). Job satisfaction is a multidimensional concept that refers to an employee's evaluation and attitude towards various aspects of job content and work environment (Zhang et al., 2020). According to another definition, job satisfaction is a concept that shows the subjective feelings of employees about the psychological and physiological dimensions of their work environment, that is, the degree to which employees like their jobs (Yang et al., 2023). Additionally, it constitutes a cluster of attributes capable of fostering not only the emotional well-being of employees but also influencing other work-related attitudes and modifications in performance (Soomro et al., 2018).

3 Theoretical Background and Hypothesis Development

3.1 Nexus of Role Overload and Work-Family Conflict

The notions of work and family serve as fundamental constructs in life, playing pivotal roles in fostering stability and preserving equilibrium (Dodanwala et al., 2022). Work-family conflict can be understood as a form of conflict where the demands and responsibilities originating from the work and family domains are inherently discordant (Greenhaus & Beutell, 1985). In other words, employees' commitment to their jobs prevents them from participating in their work and family life. Recent studies have focused on the effects of job characteristics on families (Karimi, 2008; Panda et al., 2022; Tran, 2023). Work-family conflict can lead to burnout, low performance, and discontent in home life, among other work- and family-related effects (Gurbuz et al., 2012). It is anticipated that instances of work-family conflict will increase in cases where the workload of employees exceeds their capacities (Ahmad, 2010). When employees face situations such as excessive workloads, they are forced to work more overtime to fulfill their responsibilities, and the time they can spare for their families decreases. In addition, a high workload forces employees to work faster than their normal pace, which causes them to become physically tired (Dodanwala & Shrestha, 2021). Previous research has indicated that role overload correlates positively with work-family conflict (Ahmad, 2010; Bolino & Turnley, 2005; Dodanwala et al., 2022; Duxbury et al., 2021; Gurbuz et al., 2012). In this context, the following hypothesis was reached by virtue of the studies in the literature:

Hypothesis 1: Role overload has a positive effect on work-family conflict.

3.2 Nexus of Work-Family Conflict and Job Satisfaction

Work and family are two fundamental aspects of human life. Those who attempt to achieve a balance between work and family frequently find themselves in a state of conflict between their families and careers. Employees who are exposed to work-family conflict are likely to experience negative consequences such as stress. Stress causes negative individual and organizational behaviors in the workplace. These negative behaviors include decreased productivity, decreased performance, employees' indifferent behaviors toward the organization and colleagues, and avoidance of responsibility. (Fairbrother & Warn, 2003). Employees' motivation and job satisfaction can be negatively affected by stress and fatigue associated with excessive workload. This situation causes employees to experience stress and unhappiness by feeling that they cannot meet the expectations of the employer when they must fulfill their duties within a certain period or undertake tasks outside their areas of expertise. In contrast, Zhao and Namasivayam (2012) posited that individuals operating within demanding work environments are inclined to contemplate the interplay between their professional and familial domains, consequently experiencing diminished levels of job satisfaction. Buonocore and Russo (2012) found that work-family conflict negatively affected job satisfaction, in line with the data collected from nurses. Many authors have concluded in their studies that work-family conflict negatively affects job satisfaction (Choi et al., 2018; Kalliath & Kalliath, 2013; Mittal & Bhakar, 2018; Perrewe et al., 1999). The following hypothesis was established in this context based on the investigations in the literature:

Hypothesis 2: Work-family conflict has a negative effect on job satisfaction.

3.3 Nexus of Work-Family Conflict and Turnover Intention

The concepts of work and family are shaped as opposing elements. Contemporary workplaces are characterized by extended work hours, abbreviated vacation intervals, and heightened levels of competition (Aboobaker & Edward, 2020). Elimination of problems related to work-family conflict is effective in increasing employees' commitment to their organizations, making them more active and productive, and thus reducing turnover intention rates (Allen & Armstrong, 2006). Turnover intention is defined as an employee's conscious intention to leave the workplace because of negative conditions, such as excessive workload, burnout, and low job satisfaction (Tett & Meyer, 1993; Ding & Lyu, 2023). Thus, turnover intention may appear as a reaction to conflict between employees'

work and family life goals (Bajaba et al., 2022). Employees' changing organizations lead to the disclosure of confidential information belonging to the organization, which in turn causes businesses to lose their competitive advantage and reduce their profit share. Conversely, work-family conflicts give rise to adverse outcomes, including diminished job satisfaction, increased absenteeism, and escalated employee turnover (Blomme et al., 2010). In addition, high turnover intention imposes excessive costs on businesses (Long et al., 2016). When the related literature is examined, it is concluded that work-family conflict positively affects turnover intention (Anderson et al., 2002; Rasheed et al., 2018; Wang et al., 2017). The following hypothesis was established in this context since the investigations in the literature.

Hypothesis 3: Work-family conflict has a positive effect on turnover intention.

3.4 Nexus Between Job Satisfaction and Turnover Intention

The most valuable resource in a corporation is its workforce. Worker job satisfaction has a significant impact on the intention to leave an organization (Alam & Asim, 2019; Mobley et al., 1978). Ensuring job satisfaction reduces employee turnover intention. When employees are not satisfied with their jobs, their turnover intentions are supported (Pinnington et al., 2023). Previous studies have determined that turnover intention leads to undesirable costs for organizations in terms of organizational structure, loss of information, costs, and training (Charles-Leija et al., 2023). Numerous studies have confirmed that job satisfaction is inversely correlated with turnover intention (Amah, 2009; Chen et al., 2004; Dole & Schroeder, 2001; Naidoo, 2018). The following hypothesis was established in this context since the investigations in the literature:

Hypothesis 4: Job satisfaction has a negative effect on turnover intention.

3.5 Theoretical Framework of the Research

Role conflict is a theory of work and family conflict that he has many roles in his life, and that he has different tasks and duties in various settings. responsibilities (Liu & You, 2019). In other words, role conflict theory suggests that if a worker has more roles, the possibility of pressure and burden of performing these roles will rise (Linzer et al., 2002). At the same time, following the conservation of resources theory (Hobfoll, 1989), people's energy and resources are limited and when individuals use their resources in one area (e.g. work), there is a scarcity of resources in another area (e.g. family), increasing the like-

lihood of conflict. Theoretical frameworks such as role conflict theory and conservation of resources (COR) theory offer valuable insights into the assessment of stressors and coping mechanisms associated with occupations such as police officers, nurses and prison guards. Role conflict theory suggests that psychological disorders arise when individuals encounter incompatible expectations within their professional roles. This is thought to be a common phenomenon, particularly among nurses and police officers, who experience high levels of role conflict. Nurses are exposed to role incompatibility through increased anxiety and depressive symptoms due to the nature of their professional environment (Hosseini & Homayuni, 2022). This theory describes the motivations behind certain social behaviours exhibited by individuals, the ways in which individuals assess the costs and benefits of relationships, and the strategies used to maintain balance and fairness in interpersonal interactions by understanding exchange, reciprocity, norms and trust (Jabeen & Isakovic, 2018). Social Exchange Theory suggests that employees are constantly involved in reciprocal interactions within both their professional and familial spheres. These interactions are governed by an evaluative process, where employees weigh the perceived rewards and costs associated with various facets of their lives. Key dimensions under consideration include work-family balance, role overload, job satisfaction, and turnover intention. The perceived alignment or imbalance between the benefits and drawbacks in each of these domains plays a pivotal role in shaping employees' overall levels of engagement in their work (Krishnakumar, 2024).

On the other hand, according to the social exchange theory employees respond to conditions that are supported by their organizations (e.g. work-family balance practices). If they think that their organizations do not support work-family balance, they may react with less commitment (Ribeiro et al., 2023). This may lead to turnover or a decrease in employee satisfaction.

Table 1: Demographic variables

Variables		n	%
Gender	Male	240	61.5
	Female	150	38.5
Age	20-30	114	29.2
	31-40	168	43.1
	41-50	49	20.3
	51 and over	29	7.4
Marital Status	Married	271	69.5
	Single	119	30.5
Educational Status	High School	64	16.4
	Bachelor's Degree	280	71.8
	Postgraduate	41	10.5
	Doctoral Degree	5	1.3
Total Work Experience	0-1 Year	28	7.2
	2-5 Years	146	37.4
	6-15 Years	144	36.9
	16 Years and over	72	18.5
Position	Prison officer	116	29.7
	Police officer	108	27.7
	Nurse	130	33.4
	Other officers	36	9.2
Total		**390**	**100.0**

4 Materials and Method

4.1 Sample

This study employed structural equation modelling to uncover the relationships between the variables under investigation. Additionally, correlation and explanatory factor analyses were performed. Furthermore, the construct validity of the variables was examined by analyzing the AVE and CR values.

In this study, a questionnaire was used as the quantitative method. The data were collected from public employees (especially prison officer, police officers, and nurses) in Central Anatolia, Turkey. This sample was selected because the three groups mentioned above work in a stressful way because of excessive role overload, and their intention to leave their jobs is frequently expressed. The population of the study consists of about 5 million public employees in Turkey. Of these, 225,000 are nurses, 350,000 are police officers and 55,000 are correction officers (Presidency of Strategy and Budget, 2023). According to Ahmed (2024), 384 people are sufficient for the sample of the study at 95% confidence interval. In this context, data were collected from 390 people in this study. In this context, 403 people were reached, and 13 people were excluded from the scope after the extreme values were checked. The analyses were conducted on the remaining 390 people. The demographic variables of the 390 participants are shown in Table 1.

As shown in Table 1, 240 participants were male (61.5%). The age range with the highest number of participants was 31-40 years (43.1%). In terms of marital status, the highest number of participants were married with 271 (69.5%). In terms of education, a bachelor's degree graduate came to the forefront with 280 participants. In terms of total work experience, the highest participation is 2-5 years (37.4%). Finally, in terms of position, all participants were civil servants in the public sector, and the highest participation was from nurses, with 130 participants (29.7%).

4.2 Procedures and Measurements

The measurement model analysis was conducted using structural equation modelling (SEM) through IBM's AMOS v24.0 software. AMOS software is ideal for factor-based models and provides new insights from the data by detecting complex patterns (Sarstedt et al., 2016). The survey method was the primary approach for data collection in this study. Scale statements were asked of the participants using a Likert scale (5-point Likert scale ranging from 1=Never Agree to 5=Strongly Agree was used). The relevant scales were taken from those previously used in other studies and were applied to participants in the Turkish language. The work-family conflict (WFC) and the role overload (RO) scales were translated into Turkish by two academicians who are experts in their fields. After the necessary analyses (explanatory and confirmatory factor analysis), a pilot study was conducted and the two scales were used in the study. For the other two scales, ready-made Turkish forms were used. The scales used are as follows:

The work-family conflict (WFC) scale consists of 10 statements. This measure was developed and employed by Haslam et al. (2014). The scale comprises statements that measure work and family conflicts. A sample statement is as follows: "My work prevents me from spending enough quality time with my family."

The role overload (RO) scale consists of five statements. Alam (2016) created and employed this measure. The scale consists of statements related to the heavy workload that employees face. Example statement: "I often have difficult tasks".

The job satisfaction (JS) scale consists of five statements. This measure was created and employed by Judge et al. (1998) and adapted to Turkish by Keser and Bilir (2019). The scale includes statements that measure employee job satisfaction. Sample statement: "I am quite satisfied with my current job."

The turnover intention (TI) scale consists of four statements. This measure was created and employed by Rosin and Korabik (1991) and adapted to Turkish by Tanrıöver (2005). On the scale, there are statements that measure employees' intentions to quit their jobs. Sample statement: "I am actively looking for a new job."

5 Results

5.1 Descriptive Statistics

This section presents the descriptive statistics of the variables under examination. The Average Variance Extracted (AVE) for convergent validity, composite reliability (CR) for composite reliability, Cronbach's α for reliability of the scales, Kaiser-Mayer-Olkin (KMO) values, and exploratory factor analysis (EFA) values were analyzed for the factor structures of the variables. Cronbach's α, composite reliability coefficient (CR) ≥0.70 and average variance explained (AVE) ≥0.50 (Fornell & Larcker, 1981; Hair et al., 2010; Rejikumar et al., 2019). In this context, the results regarding demographic information are presented in Table 2.

According to Table 2, four variables were considered within the scope of this study. The first is the role overload variable, which consists of a single dimension. There were five items in the variable, and the items had values between 0.884 and 0.765. The Cronbach's α value of the variable was 0.894, and the KMO value was 0.870. The value obtained were good. The second variable is work-family conflict. The variable has 10 items, with values between 0.836 and 0.545. The Cronbach's α value of the variable

was 0.939, and the KMO value was 0.924.

These values were quite high. The third variable used is the job satisfaction variable, which consists of a single dimension. There were five items in the variable, and the items had values between 0.895 and 0.784. The Cronbach's α value of the variable was 0.868, and the KMO value was 0.847.

The values obtained were good. Finally, the last variable analysed is the intention to quit the job, which also consists of a single dimension. There were four items in the variable and the items had values between 0.906 and 0.743. The Cronbach's alpha value of the variable was 0.857 and the KMO value was 0.818. The condition CR>AVE was fulfilled for all variables. On the other hand, the values obtained were good. Therefore, we considered it appropriate to use these variables in this study.

5.2 Correlation Analysis

Correlation analysis was used to determine the strength and nature of the relationship between the two variables. Table 3 displays the correlations between the variables in this context.

According to Table 3, the highest correlation is between TI and JS (r=-0.785, p=0.01). In other words, an increase in job satisfaction corresponds to a reduction in the turnover intention of the organization. The lowest correlation was observed between JS and RO (r=-0.614, p=0.01). It is imperative to note that, to ensure the validity of the square root of AVE, the absolute value of the correlation must exceed that of the inter-correlation (Sarstedt et al., 2014). In general, there is a high correlation between the variables and the values of AVE are higher than the corre-

Table 2: Demographic findings of the study

Scales	Sub-dimensions	Variables	EFA	AVE	CR	Values
Role Overload (RO)	One Dimension	RO1	0,892	0.705	0.923	Cronbach's α= 0.910 KMO= 0.875 Barlett Sph. Testi = 1271,178 Total Variance = %73.622
		RO2	0,856			
		RO3	0,848			
		RO4	0,873			
		RO5	0,819			
Work-Family Conflict (WFC)	One Dimension	WFC1	0,845	0.667	0.952	Cronbach's α= 0.944 KMO= 0.929 Barlett Sph. Testi = 3237,118 Total Variance = %66.679
		WFC2	0,869			
		WFC3	0,816			
		WFC4	0,847			
		WFC5	0,833			
		FWC6	0,818			
		FWC7	0,778			
		FWC8	0,781			
		FWC9	0,834			
		FWC10	0,737			
Job Satisfaction (JS)	One Dimension	JS1	0,792	0.711	0.925	Cronbach's α= 0.898 KMO= 0.852 Barlett Sph. Testi = 1184.657 Total Variance = %71.121
		JS2	0,873			
		JS3	0,814			
		JS4	0,892			
		JS5	0,842			
Turnover Intention (TI)	One Dimension	TI1	0,914	0.743	0.920	Cronbach's α= 0.885 KMO= 0.824 Barlett Sph. Testi = 911.637 Total Variance = %74.348
		TI2	0,891			
		TI3	0,877			
		TI4	0,759			

sponding rows and columns. In this way, divergent validity is also assured.

5.3 Measurement Model

Within the framework of this study, analyses were conducted using the SPSS 29.0 and Amos 24.0 software packages. Exploratory factor analysis (EFA) was employed to validate the factor structures of the dimensions examined in this study. Confirmatory factor analysis (CFA) was applied to verify the research model. Cronbach's alpha (CA) was analyzed to measure the validity of the dimensions and average variance extracted (AVE) and Composite Reliability (CR) values for internal consistency.

Within the scope of this study, a research model covering all four dimensions is proposed. The hypotheses and the research model of this study are shown in Figure 1.

Table 3: Discriminant validity and correlations

n=390		RO	WFC	JS	TI
RO[1]	Pearson Correlation	*0,858**			
	Sig. (2-tailed)	0.000			
WFC[2]	Pearson Correlation	0.695**	*0,817**		
	Sig. (2-tailed)	0.000			
JS[3]	Pearson Correlation	-0.614**	-0.714**	*0,843**	
	Sig. (2-tailed)	0.000	0.000		
TI[4]	Pearson Correlation	0.624**	0.709**	-0.785**	*0,862**
	Sig. (2-tailed)	0.000	0.000	0.000	

* Square root of AVE.
**Correlation is significant at the 0.01 level (2-tailed).
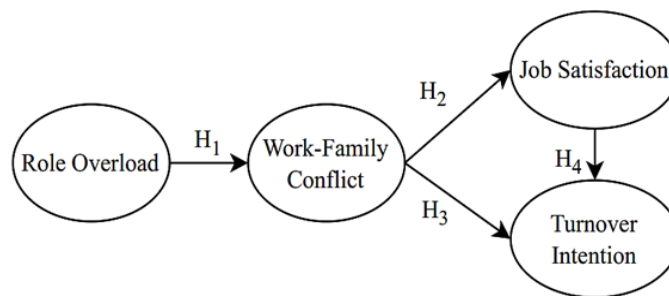1-Role overload, 2-Work-family conflict; 3. Job satisfaction; 4. Turnover intention
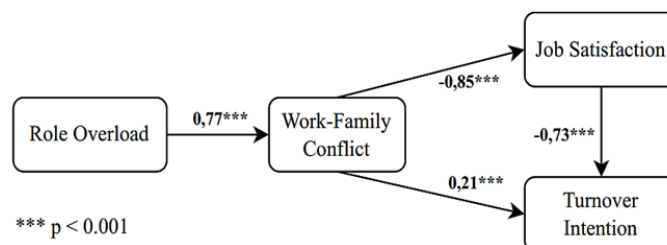

Figure 1: Research model

Figure 2: Structural equation modeling results with standardized coefficients

According to Figure 1, role overload affects work-family conflict (H1). Work-family conflict affects job satisfaction and turnover intention (H2 and H3). Job satisfaction affected turnover intention (H4). The results of all hypotheses are presented in the following section.

5.4 Testing the Hypothesis

This section presents the testing and verification of the hypotheses. Accordingly, all hypotheses were tested using structural equation modeling. According to the results of structural equation modeling, the fit indices of the model were as follows: CMIN/DF (2.427), NFI (0.931), CFI (0.958), TLI (0.952), GFI (0.895), RMSEA (0.061), and SRMR (0.040). According to these results, the model generally showed an excellent fit. The results of the structural equation model analysis are shown in Figure 2.

Figure 2 shows the results of structural equation modeling with the standardized coefficients. Hypothesis H1, RO has a positive effect on WFC, was accepted *(β=0.77, p<0.001)*. Accordingly, an increase in RO has a significant and positive effect on WFC and increases work-family conflict, which in turn has a negative effect on employees.

Another hypothesis, H2, which states that WFC has a negative effect on JS, was accepted *(β=-0.85, p<0.001)*. In this case, the WFC faced by working individuals affects their JS status and causes them to be unhappy and not enjoy their work.

In the third hypothesis, H3, the statement that WFC has a positive effect on TI was accepted *(β=0.21, p<0.001)*. Accordingly, employees who are exposed to WFC at an increasing rate experience TI and enter a process leading to resignation.

In the last hypothesis, H4, the statement that JS has a negative effect on TI was accepted *(β=-0.73, p<0.001)*. According to this situation, the higher the job satisfaction of the employees, the greater the decrease in their turnover intention. According to the results of the analyses, all hypotheses in the model are accepted.

6 Discussion

In this study, the interplay between role overload, work-family conflict, turnover intention, and job satisfaction among public employees in the Central Anatolia region of Turkey was explored using quantitative methods and structural equation modeling. The findings revealed several important insights into the dynamics of these variables.

Previous studies (Bajaba et al., 2022; Cortese et al., 2010; Darrat et al., 2010; Deng et al., 2018; Gao et al., 2012; Gilboa et al., 2008; Grandey et al., 2005; Jensen et al, 2011; Jia & Li, 2021; Kalliath & Kalliath, 2013; Lambert et al., 2020; Matthews et al., 2013; Pathardikar et al.,

2023; Ribeiro et al., 2023; Terry & Woo, 2020; Vickovic & Morrow, 2020; Viegas & Henriques, 2021; Zito et al., 2019) the relationships among role overload, work-family conflict, job satisfaction, and turnover intention were examined, but no study has used these variables together.

The first hypothesis, that RO has a positive effect on WFC, was accepted because of the analyses. There are other results supporting this hypothesis in the literature (Adebayo, 2006; Dodanwala et al., 2022). This suggests that when employees are burdened with excessive responsibilities and tasks in the workplace, they are more likely to experience conflict between their work and family roles. This finding aligns with existing literature on the relationship between workload and work-life balance.

Another hypothesis, that WFC has a negative effect on JS, is also accepted. Similar results have been reported in the literature (Baş & Güney, 2022; Lu et al., 2017). This suggests that employees have difficulty in balancing work and family responsibilities and that this is a problem that needs to be addressed.

The third hypothesis, that WFC has a positive effect on TI, was accepted. As WFC increases, TI also increases. In other words, workers' intents to leave rise in tandem with the degradation of their work-family life balance. This finding emphasizes the importance of addressing work-family conflict in the workplace to reduce turnover intentions. Similar negative effects have been found in the literature (Anderson et al., 2002; Liu & You, 2019; Lu et al., 2017; Rasheed et al., 2018; Wang et al., 2017).

In the final hypothesis, it was confirmed that JS exerts a negative influence on TI. This is consistent with the well-established understanding that satisfied employees are less likely to seek alternative employment opportunities. Therefore, organizations that prioritize employee satisfaction are likely to experience lower turnover rates and greater employee retention. Meta-analyses have consistently underscored job satisfaction as one of the principal precursors to TI (Choi & Kim, 2016; Özkan et al., 2020). In this context, (Tett & Meyer, 1993) stated that among other factors affecting turnover intention, job satisfaction has the most negative effect on turnover intention. JS has a direct and negative effect on turnover intention (Han & Jekel, 2010; Lu et al., 2017; Tziner et al., 2015). JS and TI are significantly and inversely related, indicating a strong direct relationship. Consequently, all hypotheses developed because the examined variables are corroborated and accepted.

7 Conclusion

Several key findings emerged from the analyses carried out in this study. First, a significant and positive association was observed between excessive role overload and work-family conflict. Second, it was established that

work-family conflict exerts a negative impact on job satisfaction. Additionally, work-family conflict was found to have a positive effect on turnover intention. Lastly, job satisfaction was revealed to have a negative influence on turnover intention. The results were also significant according to role conflict theory, conservation of resources theory, and social exchange theory on which the study was based. Consequently, all hypotheses were considered significant and accepted. In summary, the role overload experienced by public sector employees initiates work-family conflict, which subsequently reduces job satisfaction and increases turnover intentions. Furthermore, an increase in job satisfaction among public employees is associated with a reduction in turnover intention. Employees who experience role overload may encounter difficulties in achieving a balance between their work and family lives. Organizations and managers must pay attention to this situation. Happy employees may also have high productivity. Hence, an equitable distribution of work among employees can alleviate the burden of role overload, thereby facilitating the achievement of work-family balance. Conversely, the presence of detrimental factors such as role overload and work-family conflict are likely to engender job dissatisfaction among employees and disrupt the harmonious functioning of the organization. (Kelly et al., 2011). Again, unfavorable situations may create pressure on employees and lead them to intention to quit, which is the thought before leaving the job. In this case, a high employee turnover rate and a loss of the labor force may result.

Our study has certain limitations and offers opportunities for future research Primarily because the research was conducted only among public sector employees in Turkey, the results may not be directly extrapolated to other industries or countries. Nevertheless, it is assumed that the variables addressed may also be experienced in other sectors or countries. Second, collecting data in a single period may cause method bias. Finally, the fact that the sample of the research covers only public sector employees is seen as a limitation of the research. Finally, in future studies, it is recommended that comparisons be made by selecting different sectors as a sample. It is thought that improving the working hours of the employees, improving their wages, and providing more career development opportunities for them will enable them to reduce their stress, concentrate more on their work, feel more satisfied, and thus reduce their intention to leave the job.

8 Policy Recommendations

Reducing role overload and work-family conflict in public sector organizations requires a multifaceted approach that integrates organizational policies, human resource management (HRM) practices and individual support mechanisms. The implementation of flexible working arrangements, such as special leave benefit schemes, and HR practices that enhance resilience can reduce workload and work intensity, as evidenced by the reported satisfaction of civil servants in South Korea (Kim et al., 2024). Furthermore, the creation of a constructive organizational atmosphere integrated with transformational leadership practices contributes to the reduction of burnout among public sector employees, which is believed to increase overall well-being and service quality (Green et al., 2014).

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