








# “Work-family conflict and turnover intention: Mediation model for millennial government employees”

<b>AUTHORS</b>	Erni Masdupi 
	 Risang Kurniawan Prasajo 
	 Mely Oktia Darni 
	
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Erni Masdupi, Ph.D., Head of the Master of Management Study Program, Faculty of Economics and Business, Padang State University, Indonesia. (Corresponding author)

Risang Kurniawan Prasojo, Master of Management Student, Faculty of Economics and Business, Padang State University, Indonesia.

Mely Oktia Darni, Master of Management Student, Faculty of Economics and Business, Padang State University, Indonesia.



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Erni Masdupi (Indonesia), Risang Kurniawan Prasojo (Indonesia),  
Mely Oktia Darni (Indonesia)

# WORK-FAMILY CONFLICT AND TURNOVER INTENTION: MEDIATION MODEL FOR MILLENNIAL GOVERNMENT EMPLOYEES

## Abstract

Every organization is not only faced with the challenge of recruiting employees but also of retaining talent within the organization. This study analyzes the influence of work-family conflict on millennial government employees' turnover intention and determines how job embeddedness and job stress can be a mediator in this case. This paper used a questionnaire to accumulate data from 419 millennial employees in the government sector in Indonesia. SEM-PLS was used to test the influence of inter-variable relations. The results of SEM tests via Smart-PLS 3 software reveal that work-family conflict has a positive and significant influence on turnover intention. Job embeddedness and stress can mediate work-family conflict on turnover intentions of millennial employees in the government sector. Furthermore, work-family conflict has a negative and significant influence on job embeddedness and a positive and significant influence on job stress. Next, job embeddedness has a negative and significant influence on turnover intentions, and job stress has a positive and significant influence on such intentions. Therefore, the Indonesian government must reduce time stress and increase the job embeddedness employees, reducing turnover intentions. In addition, the Indonesian government needs to develop a policy supporting employee work-life balance.

## Keywords

work-family conflict, job embeddedness, job stress, turnover intention

## JEL Classification

J63, J88

## INTRODUCTION

Every organization faces internal and external problems, and the government sector is no exception. To accomplish organizational goals, organizations are required not just to recruit employees but also to maintain employees who are valuable assets. The turnover rates of employees are becoming a problem for organizations due to tight global competition (Ezaili et al., 2018). Turnover rates are a vital issue to be addressed since the continued loss of employees could further affect the organization (Hayward et al., 2016). Turnover intention rates reflect employee willingness to leave their respective organization within a certain period (Hom et al., 2017).

Moreover, based on the report of Michael Page Indonesia (2015), the turnover phenomenon in Indonesia falls into a high category since workers tend to switch jobs within 12 months. This caused millennials to have high expectations of organizations. Furthermore, millennials want customizable working hours in order to have time between work and socializing with their friends and family (Wee, 2013).

One of the most important variables determining turnover intentions is 'work-family conflict' (Netemeyer et al., 2004). Work-family conflict is a factor that influences the level of turnover intention of employees. The problem of work-family conflict becomes even more critical due to the rise in females and breadwinning couples starting to enter the workforce. This assumption indicates no difference between women and men about the work-family conflict. However, relations between work-family conflict and turnover intention are inconsistent, which causes gaps and needs to be examined, especially in millennial employees in the government sector who tend to have high turnover rates.

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## 1. LITERATURE REVIEW AND HYPOTHESES

The conservation of resources theory (Hobfoll, 1989) has long been used to determine organizational and work behaviors. The theory explains that individuals will try to obtain, maintain, and preserve what they value (a source). There are four sources whose win/loss results generate either eustress (wellbeing) or stress. Such sources could refer to objects, conditions, individual characteristics, and energy. There are two primary principles within this theory, namely: the disproportionate loss of resources could have bigger impacts than the procurement of new resources, and an individual would need to invest in other kinds of resources in order to prevent the loss of resources, to recover from such losses, as well as obtaining new resources.

Turnover is one of the most common problems in organizations. Turnover intention refers to the employee's consciousness or thought to leave their current job (Park & Min, 2020). Meanwhile, turnover intention is the level or rate of tendency where individual employees have a choice whether or not to leave their current organization, either voluntarily or otherwise, due to the low appeal of their current jobs, as well as the availability of other job alternatives (Robbins & Judge, 2015). The high employee turnover rates have negative impacts, including decreased productivity levels, rising costs for employee training, and the disruption of production schedules (Ebert & Griffin, 2017). Moreover, turnovers occurring in millennial generations are partly caused by their relatively high expectations toward organizations they deem capable of fulfilling their values and requirements (Sujansky & Ferri-Reed, 2009). That is due to the characteristics of present millennial generations, liking to work in places of their desire and perform things that they feel they genuinely have pas-

sions for; in the meantime, whenever said workers feel being constrained, they will take steps to distance themselves (Bencsik et al., 2016). This condition needs to be a serious concern for companies to be able to retain their millennial employees. Companies must consider their employees as valuable assets so that turnover intention decreases.

For most adults, work and family domains are a pair of essential areas requiring equally good management. Both domains require an equally high level of attention and can generate role conflicts if and when one or both roles are not suitably fulfilled; in other words, the work-life balance is not fulfilled. Work-family conflict is one form of inter-role conflict where there is pressure between work and family roles, compounded by a mismatch between them in several aspects (Shein & Chen, 2011). Furthermore, work-family conflict is a form of inter-role conflict where the pressures between work and family are contradictory in several domains (Greenhaus & Beutell, 1985). To achieve a balance between work and family, individuals are now expected to make inevitable trade-offs (Haar et al., 2012). The causes of work-family conflicts are numerous and diverse (Premeaux et al., 2007) and, in the end, could vary significantly based on their origins (Mitchelson, 2009). Usually, work-family conflict occurs because employees spend more time at work than with family. After all, they work overtime (time-based conflict). On the other hand, the number of dual-earner parents tends to increase the problem of work-family conflict, especially in millennial employees who have children.

From the turnover intention perspective, employees tend to wish to quit their current jobs to mitigate possible conflicts due to their inability to balance work and family domains. Numerous researchers have pointed out that at the moment when individual employees are unable to cope

with work-family conflict-induced stress, the turnover intention rates within an organization will inevitably rise (Nohe & Sonntag, 2014; Chen et al., 2015; Karatepe & Azar, 2013; Blomme et al., 2010). Getting new jobs might enable employees to have more time and energy for their friends and family (Myhren et al., 2013). Following the conservation of resources theory, if employees are losing resources caused by stress, this will generate negative impacts like turnover intention. Furthermore, work-family conflict can generate turnover intentions due to excess consumption and investments of resources within the work sphere, resulting in a palpable lack of resources being invested within the family domain (Liao et al., 2022). When conflicts have reached rates beyond individual capabilities to deal with them, turnover intentions start to appear as a solution to resolve said conflicts. Employees tend to search for occupations they deem capable of fulfilling their expectations, not to mention the millennial generation wishing to indulge in jobs that allow better work-life balance.

Job embeddedness can describe how a person becomes embedded in the organization because it is influenced by factors from inside and outside the job. It includes three aspects: links, fit, and sacrifice. Furthermore, job embeddedness is defined as a net capable of 'tying up' individual employees (Mitchell et al., 2001). In contrast, Zhang et al. (2012) define it as a series of formal and informal relations, the compatibilities felt by individual employees and their respective institutions, and the material and psychological costs of leaving their current job(s). Meanwhile, Sun et al. (2012) define it as a usable term to represent reasons causing employees to keep working for their respective organizations. Moreover, work-family conflicts could likewise reduce the feeling of organizational bonds, decreasing the number and amount of links between individual employees within said organizations. Concerning this, work-family conflicts are an influential factor in the notable decrease in job embeddedness (Deery & Jago, 2015; Karatepe & Ngeche, 2012). In addition, work-family conflict occurs because workers cannot fulfill the roles of work and family aspects simultaneously due to limited resources (e.g., energy). When the resources used for family roles are higher, the resources consumed at work will be insufficient and reduce employees' job embeddedness.

Job stress can have a negative effect on employee behavior. Job stress is a feeling of personal dysfunction due to conditions felt in the workplace (Parker & DeCotis, 1983). Bell et al. (2012) declare that job stress could mean various things occurring within the workplace that could be regarded as complaints, threats, and/or other forms of unpleasant experiences on the part of employees. Job stress could also mean various problems and issues being faced concerning the company that resulted in unpleasant matters with regard to the performance of its staff (Altangerel et al., 2015). Kendall and Hammen (2012) explained that job stress surfaced due to imbalances between demands (from family and organizations) and the feeling of capability to fulfill them. Richardson and Rothstein (2008) regard job stress as a form of reality wherein work relations affect staff in the organizational psychological performance. Job stress occurs due to various factors, and each worker has a different response to job stress. Job stress should be well managed to reduce the negative effect on employee behavior.

The high levels of work-family conflicts could also raise job stress due to the amount of time spent working instead of socializing with spouses or families; such conditions will inevitably disrupt job performance. Aside from long work hours, work-family conflicts could also result from inconsistent work hours, management's negative attitude, work relations, promotion issues, family expectations, and health status (Frone et al., 1992). Work-family conflicts' influence on job stress is inevitably related to lengthy work hours and the visible lack of guidance and directions from immediate superiors (Karakas & Tezcan, 2019). This condition indicates that work-family conflict contributes to employees' job stress. The greater the work-family conflict, the higher the job stress of employees.

Employees who have low job embeddedness have the potential to have turnover intention. Previous research had revealed that job embeddedness served as an antecedent to turnover intention (Harris et al., 2011). If individual employees have established good relations with their co-workers and superiors, they tend to want to continue working in their respective organizations. A meta-analysis showed negative relations between job

embeddedness and employees' turnover intention rates (Jiang et al., 2012). Job embeddedness is selected with a few to increase the literature about the aspect above due to its relatively limited antecedents (Zhang et al., 2012). Thus, this study assumes that the rise of embeddedness with family and society helps prevent an employee from leaving their organization. Meanwhile, on the conservation of resource theory, the high level of employee relatedness will prove more capable of tapping into social support resources and restraining the negative effects of work-family conflicts such as turnover intention, which is why this factor is being used as a mediation variable.

Circumstances rendering employees depressed will inevitably garner thoughts to leave the company. Hasin and Omar (2007) proved that job stress could significantly influence turnover intention. The conservation of resources theory further supports the mediation of job stress, purporting to show that the stress due to the loss of employee resources leads to further negative results, such as work-family conflicts and relatively high work stress, resulting in employees harboring turnover intentions. When employees have low job stress rates, their turnover intention will reasonably drop. Following the conservation of resources theory, employees are more stressed when they fail to preserve, maintain, or upgrade their resources (Hobfoll, 2004). Over-the-limit work demands shall require more resources. The thinning-out of resources shall inevitably raise employees' job stress. When employees have run out of resources to continue supporting them in their work, employees tend to garner high turnover intention as a form of anticipation to preserve their remaining resources.

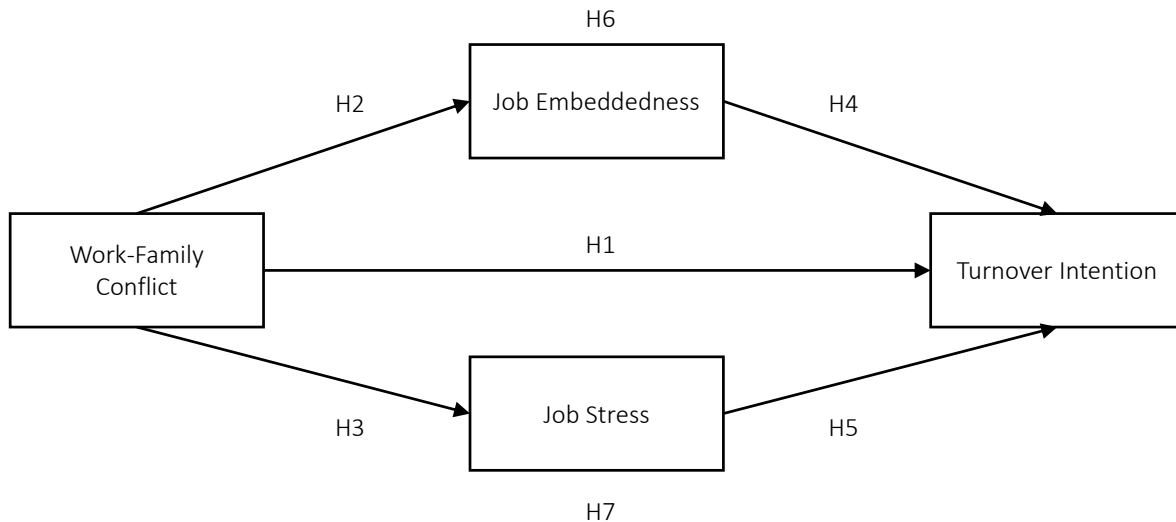
The relationship between work-family conflict and turnover intention through job embeddedness refers to the conservation of resources theory, where high relations with employees shall result in more capabilities to access social support resources, as well as enabling it to better mitigate the negative impacts of work-family conflict, such as turnover intention. Job stress is a condition where employees feel depressed by problems during their work. Job stress increases work-family conflict, where high work-family conflict will also result in high work stress. Such a condition will prompt employ-

ees to feel depressed, thus garnering turnover intention due to their incapability to resolve such conditions.

Relationships between the variables of work-family conflict and turnover intention are inconsistent. Both factors, however, also have positive and significant relations (Li et al., 2019; Wang et al., 2017), whereas Perumal et al. (2018), Sari et al. (2016), and Nita (2022) showed that work-family conflict does not have a positive correlation with turnover intention. Such a condition reveals the inconsistency of research results about the relationship between work-family conflict and turnover intention. Moreover, Aboobaker et al. (2017) also suggested further research to analyze the influences of work-family conflict and turnover intention, utilizing mediation variables that could affect turnover intention. Many variables might be mediating between work-family conflict and turnover intention, namely, job stress (Ofori et al., 2018; Syed et al., 2018) and job embeddedness (Afsar & Rehman, 2017; Khorakian et al., 2018). Both are additional factors considered capable of retaining employees within their respective organizations.

The study targets the millennial generation, especially those working in governmental sectors, bearing in mind their dominating numbers within the workforce; as such, they are supposed to be assets within their respective organizations. Part of the current millennial generation working in governmental organizations has been selected as a research population to fill the vacuum of previous resources about work-family conflict and turnover intention, according to the results in the bibliometric review by Mumu et al. (2021).

Therefore, this study aims to investigate the effect of work-family conflict, job embeddedness and job stress on the turnover intention and also the effect of work-family conflict on job stress and job embeddedness of millennial government employees utilizing the conservation of resources theory by Hobfoll (1989). This study also to investigate the mediating role of job embeddedness and job stress on the relationship between work-family conflict and turnover intention of millennial government in Indonesia. The study proposes the following hypotheses (Figure 1):



**Figure 1.** Conceptual model

- H1: Work-family conflict positively and significantly affects turnover intention.*
- H2: Work-family conflict negatively and significantly influences job embeddedness.*
- H3: Work-family conflict positively and significantly affects job stress.*
- H4: Job embeddedness negatively and significantly influences turnover intention.*
- H5: Job stress positively and significantly affects turnover intention.*
- H6: Job embeddedness mediates the influence of work-family conflict on turnover intention.*
- H7: Job stress mediates the influence of work-family conflict on turnover intention.*
- ‘strongly disagree’ and 5 ‘strongly agree.’ The survey was conducted over three months, from February to May 2023. The analysis uses the SEM-PLS approach with SmartPLS version 3 to analyze the relationships between variables and indicators.
- Turnover intention refers to employees’ realization to leave their current respective jobs. According to Mobley (2011), its measurement criteria are thoughts of quitting, intention to search for another job, and intention to quit. An example of the appropriate question item is, “I intend to join another organization as early as possible.”
- Work-family conflict refers to inter-role conflict, where there is a pressure between family and work roles or vice versa, as well as imbalances between both roles from quite a few aspects. According to Stephens and Sommer (1996), its measurement criteria are time-based, strain-based, and behavioral-based. An example of the appropriate question item is, “The demands of my work disturb my home and family life, and my job is highly demanding, which frustrates me.”
- Job embeddedness refers to the network capable of describing ways of employee engagement with their respective work(s) within an organization due to several internal and external aspects. According to Mitchel et al. (2001), its measurement criteria are link, fit, and sacrifice. An example of the appropriate question item is, “I have good relations with my working groups, and informal meetings are routinely held to socialize and improve relations.”

## 2. METHODS

This paper used a quantitative approach; questionnaires were distributed among 419 millennial government employees aged between 25 and 40. The sample was determined using probability sampling with the type of proportionate random sampling cluster and the Slovin formula with a margin of 0.05. The questionnaire was sent online through Google Forms in Jakarta, Jogjakarta, Surabaya, Semarang, Serang, and Bandung, Indonesia. The questionnaire employs a five-point Likert scale, where 1 represents

Job stress refers to tensions experienced by individual employees due to their perceived inability to fulfill work demands, whether due to time constraints or anxiety. According to Parker and DeCotiis (1983), its measurement criteria are time stress and anxiety. An example of the appropriate question item is, "I spent too much time in my current workplace."

### 3. RESULTS

The research results are obtained from the output value of measurement and structural models. The values of loading factors, which explain relations between constructs, are outlined in Table 1.

Table 1 shows that the outer loading of each reflective indicator is greater than 0.7 and the value of average variance extracted (AVE) is greater than 0.5. Accordingly, it is discovered that all reflective constructs have a convergent validity. The AVE greater than 0.5 indicates that work-family conflict, turnover intention, job embeddedness, and work stress have been able to explain more than 50% of the variance in the reflective indicator. Furthermore, all of the constructs have an internal consistency reliability because Cronbach's Alpha value is greater than 0.7 and the Composite Reliability value is greater than 0.7.

Table 2 reveals that the heterotrait-monotrait (HTMT) value of each construct is lower than 0.9, so discriminant validity has been fulfilled. A high discriminant validity value indicates that a variable is unique and can explain existing phenomena. Based on the results of the measurement model, it is stated that all variables are reliable and valid, which can be used further in the path model.

Based on Table 3, the R-square of job embeddedness is 0.023. It implies that work-family conflict constitutes a 2.3% variance of job embeddedness as well as a 5.9% variance of job stress, whereas other variables outside those being researched constitute the remainder. Work-family conflict, job embeddedness, and job stress variables constitute up to a 23% variance of the turnover intention variable, and other variables outside those being researched constitute the remaining 77%. That value implies that the predictive capabilities of

exogenous variables regarding endogenous variables are relatively weak. Concerning the structural equality model of job embeddedness, it could be interpreted that the predictive capabilities of work-family conflict to job embeddedness are weak. Similar implications could be made regarding the predictive capabilities of the work-family conflict aspect in relation to work stress and the predictive capabilities of work-family conflict, job embeddedness, and job stress.

Also, based on Table 1, the significance rate is 5%; the work-family conflict aspect is found to have a positive and significant influence on turnover intention and job stress, hence supporting the statements in H1 and H3. That is because a p-value is 0.000, which means that it is less than 0.05, with positive original samples having values of 0.242 and 0.243, respectively.

The work-family conflict aspect, meanwhile, is discovered to have a significant and negative influence on job embeddedness due to its p-value of 0.000, which is smaller than 0.05, with negative original samples having a value of -0.153, thereby supporting the statement in H2. Such conditions prove that rising rates of work-family conflict will also result in a rise in turnover intention and job stress rates; meanwhile, a rise in the rate of work-family conflict shall lower the rate of job embeddedness and vice versa. The job embeddedness aspect, meanwhile, is discovered to have significant and negative influences on turnover intention due to its p-value of 0.000, which is smaller than 0.05, with negative original samples having a value of -0.255; therefore, the statement in H4 is supported. Such conditions prove that the increase in job embeddedness will lower turnover intention rates and vice versa. Meanwhile, job stress has been discovered to have a positive and significant influence on turnover intention, with a p-value of 0.000, with positive original samples having a value of 0.235, which implies the acceptance of the statement in H5. Such a condition implies that rising employee stress jobs will boost turnover intention.

Regarding the value of loading factors within each indicator, particularly in the work-family conflict aspect, time-based conflict becomes the dimension with the largest loading factor value compared to other dimensions. Time-based conflict

**Table 1.** Validity and reliability result

Latent variable	Items	Loading factor	Cronbach's Alpha	AVE	Composite Reliability
Turnover Intention	TI1	0.824	0.896	0.578	0.950
	TI2	0.839			
	TI3	0.839			
	TI4	0.805			
	TI5	0.799			
	TI6	0.788			
	TI7	0.946			
	TI8	0.943			
Job Embeddedness	JE1	0.776	0.952	0.566	0.957
	JE2	0.871			
	JE3	0.784			
	JE4	0.775			
	JE5	0.786			
	JE6	0.836			
	JE7	0.744			
	JE8	0.789			
	JE9	0.769			
	JE10	0.745			
	JE11	0.812			
	JE12	0.791			
	JE13	0.782			
	JE14	0.790			
	JE15	0.802			
	JE16	0.831			
	JE17	0.846			
Job Stress	JS1	0.789	0.956	0.656	0.961
	JS2	0.806			
	JS3	0.872			
	JS4	0.829			
	JS5	0.828			
	JS6	0.793			
	JS7	0.782			
	JS8	0.854			
	JS9	0.838			
	JS10	0.797			
	JS11	0.828			
	JS12	0.812			
	JS13	0.837			
Work-Family Conflict	WFC1	0.792	0.943	0.574	0.950
	WFC2	0.845			
	WFC3	0.824			
	WFC4	0.792			
	WFC5	0.798			
	WFC6	0.812			
	WFC7	0.779			
	WFC8	0.807			
	WFC9	0.795			
	WFC10	0.788			
	WFC11	0.799			
	WFC12	0.783			
	WFC13	0.758			
	WFC14	0.784			



**Table 2.** Discriminant validity (HTMT)

Construct	Work-Family Conflict	Turnover Intention	Job Embeddedness	Job Stress
Work-Family Conflict				
Turnover Intention	0.368			
Job Embeddedness	0.162	0.327		
Job Stress	0.255	0.330	0.060	

**Table 3.** Analysis results (Direct relationships)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	p-values	Description
Work-Family Conflict → Turnover Intention (H1)	0.242	0.246	0.043	5.624	0.000	Supported
Work-Family Conflict → Job Embeddedness (H2)	-0.153	-0.153	0.043	3.546	0.000	Supported
Work-Family Conflict → Job Stress (H3)	0.243	0.243	0.049	4.941	0.000	Supported
Job Embeddedness → Turnover Intention (H4)	-0.255	-0.253	0.040	6.306	0.000	Supported
Job Stress → Turnover Intention (H5)	0.235	0.234	0.045	5.169	0.000	Supported
<b>R-square Score</b>						
R-square Turnover Intention				0.230		
R-square Job Embeddedness				0.023		
R-square Job Stress				0.059		
<b>Cronbach's Alpha Score</b>						
Work-Family Conflict				0.943		
Turnover Intention				0.896		
Job Embeddedness				0.952		
Job Stress				0.956		
<b>Composite Reliability Score</b>						
Work-Family Conflict				0.950		
Turnover Intention				0.916		
Job Embeddedness				0.957		
Job Stress				0.961		

itself refers to the amount of time used to fulfill roles at work or in the family; as such, when employees feel incapable of fulfilling one of the roles due to time restrictions, it shall likewise impact the other domain. To this end, the rates of employee work-family conflict would need to be kept low to help decrease turnover intention and job stress.

Within the job embeddedness domain, the fit dimension has the largest or most influential indicator loading factor value within the job embeddedness variable. The fit dimension refers to the extent of how comfortable and suitable employees feel within their respective organizations; as such, raising employees' job embeddedness could be optimized to help lower their turnover intention levels. Meanwhile, within the variable of job stress, the dimension of time stress has a larger loading factor indicator value than the anxiety dimension. Time stress refers to employees' feeling continuously under pressure, thereby garnering their perceived in-

ability to fulfill their job assignments on time. As such, millennial employees would need to carefully manage their time stress aspect to have lower job stress, thereby also resulting in lower turnover intention. The largest indicator value in each variable dimension shows correlations between the indicators and their variables or constructs.

Based on Table 4, it is discovered that at the significance rate of 5%, there is a significant indirect influence of work-family conflict on turnover intention through job embeddedness and job stress. The correlation of work-family conflict to turnover intention through job embeddedness has a t-statistics value of 3.313, a p-value of 0.001, and an original sample value of 0.039; therefore, the statement in H6 is accepted due to the t-statistics value of > 1.96 and p-value < 0.05. Such conditions are relevant to Khorakian et al. (2018), Khan et al. (2018), and Afsar and Rehman (2017). The correlation of work-family conflict toward turnover intention

**Table 4.** Analysis results (Indirect relationships)

Hypothesis	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV )	p-values	Description
Work-Family Conflict → → Job Embeddedness → → Turnover Intention (H6)	0.039	0.039	0.012	3.313	0.001	Supported
Work-Family Conflict → Job Stress → → Turnover Intention (H7)	0.057	0.057	0.016	3.546	0.000	Supported

through job embeddedness refers to the conservation of resources theory, where high levels of employees' job embeddedness enable further access to social support resources and mitigate such negative effects of work-family conflicts as turnover intention. Previous research has also revealed that job conflicts could, directly or otherwise, correlate with turnover intentions (Huffman et al., 2014). As such, previous research pointed out that workplace conflicts raise turnover intention levels by lowering job embeddedness rates (Heritage et al., 2016). The relation of work-family conflict toward turnover intention through job stress has a t-statistics of 3.546, a p-value of 0.000, and an original sample value of 0.057, which renders the statement in H7 acceptable.

## 4. DISCUSSION

The study hypothesizes that work-family conflict has a positive and significant effect on turnover intention (H1) because there is an imbalance of roles in the job and family aspects. That imbalance problem will have implications for jobs, such as turnover intention in millennial employees in the government sector. These employees will find another job that can balance the job and family roles. These results align with Wang et al. (2017) and Li et al. (2019). This indicates that millennials want enough time for activities outside their work, and when this is not obtained, millennial workers will look for other jobs that can accommodate them. This happens because millennials apply the principle of work-life balance, especially when interacting with family or friends outside their work. This is relevant to millennials who prefer work flexibility.

In this study, work-family conflict was found to negatively and significantly affect job embeddedness (H2). As for the work-family conflict, the time-based conflict dimension has the largest loading factor, so it impacts work-family conflict, which af-

fects job embeddedness. This is in line with Afsar and Rehman (2017). Long working hours (time-based conflict) will have an impact on the inability of employees to carry out roles outside the job and make employees choose not to be involved in some activities in the organization. This condition causes employees to reduce their embeddedness in activities outside of work, which means that employee job embeddedness will be low.

Work-family conflict was found to have a positive and significant effect on job stress (H3). As for the work-family conflict variable, the time-based conflict dimension has the largest loading factor, so it has enough impact on the work-family conflict variable to job stress in millennial employees in the government sector. Work-family conflict can cause high job stress because employees spend time working instead of with family or partners, so this condition will interfere with work. Meanwhile, the millennial generation needs a balance of roles at and outside the job. This result is consistent with Karakas and Tezcan (2019), who stated that work-family conflict positively and significantly affects job stress. Based on the conservation of resources theory, the amount of time and pressure due to role conflict can be a potential source of job stress due to limited resources owned by employees because, in principle, employees tend to have limited resources that can be used to meet job demands.

In addition, job embeddedness has a negative and significant effect on turnover intention (H4). Regarding job embeddedness, the fit dimension is the most influential because it has the largest indicator value. As for increasing the job embeddedness of millennial government employees, it is necessary to improve a comfortable and suitable work environment with the characteristics of millennial employees (fit dimension). Millennial employees like flexibility, get bored quickly, and need to be appreciated by leaders. If employees' job embeddedness

increases, turnover intention can be minimized. This result is following Khan et al. (2018). Someone who is embedded in a job is characterized by being compatible with his job as well as having a good relationship with the organization so that the employee will feel at a loss if he leaves the organization (sacrifice dimension). Referring to the conservation of resources theory, a high level of sacrifice will involve a higher risk of losing resources as well, thus reducing employee turnover intention. Workers are likely to stay in the organization if the organization provides the resources needed.

Job stress positively and significantly affects turnover intention (H5). As for the job stress variable, feeling under pressure continuously gives rise to thoughts of not being able to finish work on time, being the dimension with the most significant influence on the variable of job stress (time stress dimension). For this reason, organizations need to pay attention to the job stress level of employees because it can impact employee turnover intention. Employees with high job stress want to leave a company or organization. The results of this study are consistent with Hasin and Omar (2007) that job stress has a positive and significant effect on turnover intention. These findings support the conservation of resources theory, which explains that workers will be stressed when they can-

not maintain, renew, and increase their resources. Job stress occurs due to work demands that exceed the limits, requiring many of the resources workers need so that workers have fewer resources that can be used for daily work. When the resources owned run low, it will eventually increase employee job stress. Suppose workers no longer have the resources to support their work. In that case, workers tend to have a high turnover intention as a form of anticipation to protect existing resources.

Such a condition shows a mediating relatedness between work-family conflict and turnover intention through job stress, and this is consistent with Gusti and Manuati (2019), Ofori et al. (2018), and Khan et al. (2014). Job stress has a positive impact on work-family conflict, where high levels of work-family conflict will generate equally high job stress, also resulting in the rise of turnover intention levels. Furthermore, job embeddedness can mediate the relationship between work-family conflict and turnover intention, in line with Afsar and Rehman (2017). Such a condition shows the existence of mediating relations between work-family conflicts and turnover intentions through both job embeddedness and job stress (H6 and H7).

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## CONCLUSION

This study aims to explore the influence of work-family conflict on turnover intention with job embeddedness and job stress as mediators for millennial government employees in Indonesia. The results showed that work-family conflict, job embeddedness, and job stress are directly related to turnover intention in millennial government employees. Then, it was found that work-family conflict has a direct effect on job embeddedness and job stress in millennial government employees. Regarding the indirect relationship, job embeddedness and job stress can mediate the relationship between work-family conflict and turnover intention.

The findings provide information for organizations to anticipate employee turnover intention. Top management in the government sector needs to pay attention to the indicators of work-family conflicts, such as time-based conflict because work-family conflict plays a role in increasing turnover in millennial government employees. In addition, the government must also strive to reduce the turnover intention of millennial employees through various policies that focus on job embeddedness and job stress. This is because millennial employees have unique characteristics that must be adequately managed. Furthermore, job embeddedness and stress have proven to mediate between work-family conflict and turnover intention for millennial government employees.

To address limitations of this study, further research needs to be conducted in other sectors to clarify the research findings; there is also a need for similar research on Generation Z.

## AUTHOR CONTRIBUTIONS

Conceptualization: Erni Masdupi, Risang Kurniawan Prasajo, Mely Oktia Darni.

Data curation: Erni Masdupi, Risang Kurniawan Prasajo, Mely Oktia Darni.

Formal analysis: Erni Masdupi, Risang Kurniawan Prasajo.

Funding acquisition: Erni Masdupi.

Investigation: Erni Masdupi, Risang Kurniawan Prasajo.

Methodology: Erni Masdupi, Risang Kurniawan Prasajo.

Project administration: Risang Kurniawan Prasajo, Mely Oktia Darni.

Resources: Risang Kurniawan Prasajo, Mely Oktia Darni.

Software: Erni Masdupi, Risang Kurniawan Prasajo.

Supervision: Erni Masdupi, Mely Oktia Darni.

Validation: Erni Masdupi, Risang Kurniawan Prasajo.

Visualization: Mely Oktia Darni.

Writing – original draft: Erni Masdupi, Risang Kurniawan Prasajo.

Writing – review & editing: Risang Kurniawan Prasajo, Mely Oktia Darni.

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