
When Work and Family Collide: The Buffering Role of Supervisor Support on Employees' Intention to Quit

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Abstract

This study aims to analyze the influence of Work-Family Conflict (WFC) on the intention to quit among female workers working in a 24-hour shift system and to examine the role of Perceived Supervisory Support (PSS) as a moderator that can weaken the impact of WFC on the desire to leave the organization. The study uses a quantitative approach through an online survey distributed to female workers in various industrial sectors in Indonesia, such as healthcare, hospitality, transportation, security, retail, and digital services. Hypothesis testing was conducted using Hayes PROCESS Macro Model 1, involving 515 respondents. The research results indicate that WFC has a positive effect on intention to quit: the higher the work-family role conflict, the greater the intention of female workers to leave. Additionally, PSS was found to significantly moderate this relationship, weakening the influence of WFC on intention to quit. The model in this study is able to explain 71.1% of the variance in intention to quit. Practically, the research findings have implications for organizations with 24-hour shift work systems, which need to implement more flexible scheduling policies, strengthen supervisors' responsive behavior toward family needs, and develop supportive leadership training to reduce turnover rates and improve the retention of female workers. This research offers a novel contribution by focusing on female workers in 24-hour shift-based roles, a segment of the workforce that has been understudied in turnover studies. This study also positions PSS as a moderating variable within the job demands-resources framework and provides a contextual perspective from Indonesian collectivist culture.

Keywords: Work-Family Conflict, Intention to Quit, Perceived Supervisory Support, Job Demands-Resources

1. Introduction

Generally, the issue of intention to quit among female workers is closely related to structural and social factors that shape their work experiences. Structural factors include organizational policies, gender equality in the workplace, and access to career opportunities. The Women in the Workplace 2024 report shows that women experience microaggressions and discrimination more frequently than men, which leads to higher levels of emotional exhaustion and turnover intention. Ryan & Haslam (2022) emphasize that organizational inequality, gender bias in

promotions, and a masculine work environment are systemic barriers that drive women to leave their jobs.

Furthermore, Deloitte's Women @ Work 2024 report (Global, 2024) highlights that over 40% of women across various sectors are considering leaving their jobs within the next two years, particularly in high-pressure industries like technology, finance, and professional services. The main factors underlying this finding are work–life imbalance and chronic work stress. Women in the study reported high emotional and physical burdens due to significant professional expectations without organizational support for work flexibility or mental well-being. Deloitte found that 48% of respondents felt unable to maintain their mental health due to excessive work demands and a lack of policies supporting family leave or flexible working hours. This condition leads to burnout and ultimately increases the intention to quit. Interestingly, women who have flexible work options have a 50% lower intention to leave compared to those who do not, indicating that organizational structural support is an important determinant of female employee retention.

In general, the issue of female employee turnover is a consequence of structural gender inequality and organizational cultures that have not fully accommodated the principles of fairness and work-life balance for women. The issue of intention to quit among female employees is becoming increasingly important to study because it is influenced by unique social, psychological, and structural dynamics—such as work-family conflict, perceptions of gender inequality, work stress, and lack of social support—which directly impact productivity, well-being, and organizational sustainability (Belwal & Belwal, 2023; Hur, 2022; Purwayoga et al., 2019). In a global context, research indicates that women face higher levels of dual-role pressure and are more susceptible to work-family conflict compared to men (Greenhaus & Beutell, 1985; Sari & Purwanto, 2020).

Several studies confirm that demographic factors such as age, marital status, and career level play a role in influencing turnover intention. The glass ceiling phenomenon and work-life balance issues also have a significant impact on job exit intentions, particularly for women at the managerial level (Lathabhavan, 2020). Compared to men, women tend to be more sensitive to work environments that are not inclusive, are less flexible, or do not offer equal career opportunities (Jones et al., 2024; Wahyudi et al., 2022). The Women in the Workplace 2024 report and Deloitte's Women @ Work 2024 report (Global, 2024) show that women—particularly at the leadership level—are about 1.5 times more likely to quit than men. The main driving factors are an organizational culture that does not support work-life balance, weak company commitment to the principles of diversity, equity, and inclusion (DEI), and a lack of attention to employee well-being. This pattern has been consistent over the past few years and illustrates that the intention to leave work among female employees is not solely an individual issue but is closely linked to organizational policies and prevailing social norms.

In the context of Indonesia and Asia, various studies have found similar dynamics. Work-family conflict, high workload, and work stress have been proven to increase turnover intention among

female employees in various sectors such as banking, hospitals, and higher education (Anggraeni & Setiawan, 2021; R. Fitria & Linda, 2020; Noermijati, 2020; Rachmawati et al., 2023). Purwayoga et al. (2019) showed that emotional exhaustion plays an important mediating role between work-family conflict and turnover intention in female workers in Bali. Meanwhile, Hasna et al. (2025) in the healthcare sector confirmed that work-family conflict reduces job satisfaction and increases turnover intention among female nurses in Bandung. A study by Nguyen & Vo (2024) found that work-life balance and job stress increase turnover intention among female employees in the Vietnamese banking sector. These results reinforce the finding that psychosocial factors and work-life balance are important determinants in women's decisions to stay or leave an organization. When these conditions are ignored, organizations risk increased dysfunctional turnover, loss of potential talent, and decreased productivity. Various studies consistently recommend that strategies for retaining female employees must be holistic— involving work flexibility policies, organizational justice, social support, and empathetic leadership—to increase job satisfaction and organizational commitment and reduce intention to quit (Anggraeni & Setiawan, 2021; Eisenberger et al., 2022; Rachmawati et al., 2023; Wahyudi et al., 2022).

Conflict between work and family demands has long been identified as a significant stressor that can reduce job satisfaction and increase the risk of employees leaving the organization (M. Fitria & Hidayat, 2022; Greenhaus & Beutell, 1985). In the context of modern work, especially in sectors with high dual-role pressure such as public service, banking, and healthcare, work-family conflict has been shown to increase emotional exhaustion and decrease job satisfaction (Hasna et al., 2025; Noermijati, 2020). Research indicates that women are more susceptible to role conflict due to domestic responsibilities and high social expectations regarding family roles, which increases their likelihood of turnover intention (Belwal & Belwal, 2023; Sari & Purwanto, 2020).

In the context of Indonesia and Southeast Asia, various studies have found similar dynamics. Work-family conflict has a positive effect on turnover intention, both directly and indirectly through emotional exhaustion and decreased organizational commitment (Anggraeni & Setiawan, 2021; Purwayoga et al., 2019; Rachmawati et al., 2023). This condition highlights the need to identify factors that can reduce the negative impact of WFC on intention to quit. One factor identified as having significant potential is Perceived Supervisor Support (PSS). PSS refers to the extent to which employees perceive their supervisor as a figure who cares about their well-being and values their contributions (Rhoades & Eisenberger, 2002). Supervisor support can serve as an important social resource in the Job Demands–Resources (JD–R) model, helping to buffer work stressors and strengthen psychological well-being (Bakker & Demerouti, 2007). In situations of work-family role conflict, perceived support from supervisors can reduce emotional burden, increase a sense of control, and strengthen organizational loyalty (Wahyudi et al., 2022; T. J. Wang et al., 2018).

Interestingly, the moderating effect of PSS on the relationship between WFC and intention to quit is believed to be stronger in collectivist cultures than in individualistic ones (T. Kim & Park, 2020). In collectivist cultures like Indonesia, values such as mutual cooperation, social harmony,

and group loyalty are highly esteemed (Hofstede, 2001). Employees view interpersonal relationships—especially with their superiors—as a key factor in assessing organizational support. Supervisors not only serve as work supervisors but also as paternalistic figures representing organizational care (Shanock & Eisenberger, 2006; Widyastuti & Hidayat, 2020). In this value system, PSS has two main functions: an instrumental function, which provides tangible resources such as flexible work hours or assistance with problem-solving, and an emotional function, which offers a sense of social appreciation and acceptance (Rhoades & Eisenberger, 2002; Rockstuhl et al., 2012). The combination of these two functions makes PSS an effective buffer against the pressure caused by WFC. Employees who feel supported by their superiors will interpret work stress as a challenge that can be overcome, rather than a threat to their personal or family well-being. Nevertheless, empirical studies explicitly examining the moderation of PSS in the relationship between WFC and intention to quit within a collectivist cultural context are still limited (Nguyen & Vo, 2024; Rachmawati et al., 2023). Most previous studies only highlighted the direct influence of PSS on job satisfaction or organizational commitment, without exploring its interactive role as a buffer against work stressors. This creates an important research gap, particularly in Indonesia, which has a paternalistic work system and strong social values. Thus, testing the moderating role of PSS in the relationship between WFC and intention to quit becomes crucial both theoretically and practically.

Theoretically, this research expands the Job Demands–Resources model by considering cultural context as a moderating factor in the relationships between variables. Practically speaking, understanding how supervisor support mitigates the negative impact of role conflict can help organizations design leadership policies that are empathetic, flexible, and based on local values. This aligns with the needs of modern organizations to reduce female turnover intention while sustainably improving work well-being. This research lies in its focus on female workers working in a 24-hour shift system—a workforce group empirically vulnerable to work-family role conflict, yet still rarely studied in the turnover intention literature. Unlike previous studies that generally examined work-family conflict during standard working hours, this research expands theoretical understanding by placing the 24/7 operational context as a high-risk work environment. Additionally, this study examines perceived supervisory support as a moderating variable, not merely a predictor. By incorporating the collectivist cultural context of Indonesia, this study also enriches cross-cultural and gender generalizations in the study of employee retention.

Work-Family Conflict

Work-family conflict (WFC) is a form of dual-role conflict that occurs when demands between two major life domains—work and family—are incompatible, such that involvement in one role hinders fulfillment of roles in the other domain. Greenhaus & Beutell (1985) define WFC as "a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect." This means that pressures or demands from one domain (e.g., work) can interfere with an individual's ability to fulfill responsibilities in another domain (family), and vice versa. This definition has become a primary theoretical reference in contemporary research (Beutell, 2010; Byron, 2005; Frone et al., 1992), as it emphasizes the

importance of balance between work and family roles in maintaining psychological well-being and individual performance.

Generally, WFC is divided into two directions of conflict (Greenhaus & Beutell, 1985; Netemeyer et al., 1996). First, Work-to-Family Conflict (WIF). This occurs when job demands interfere with or limit an individual's role in the family. For example, prolonged overtime leads to less time with family or reduced participation in household activities. Second, Family-to-Work Conflict (FIW). This occurs when family responsibilities interfere with work roles, such as childcare or caring for sick family members, leading to disruptions in concentration and productivity at work. Besides the direction of conflict, Netemeyer et al. (1996) also identified three main forms of WFC: (a) Time-Based Conflict—when the time allocated to one role (e.g., work) reduces the time for another role (family); (b) Strain-Based Conflict—when emotional pressure from one domain (e.g., work stress) affects performance in another domain; and (c) Behavior-Based Conflict—when the behaviors required in one domain are incompatible with the demands in another domain; for example, assertive behavior at work may not be compatible with expectations of supportive behavior at home. This classification has become a widely used framework in cross-cultural research because it encompasses the temporal, emotional, and behavioral aspects that shape the complexity of role conflict.

Research on WFC continues to grow, confirming its relevance to work well-being, mental health, and turnover intention. Byron (2005), through a meta-analysis of over 60 studies, found that WFC has a negative correlation with job satisfaction, psychological well-being, and performance, and a positive correlation with intention to quit across various cultural contexts and industrial sectors. Frone et al. (1992) asserted that WFC triggers burnout and role function impairment, while H. J. Kim et al. (2025) found similar effects in modern digital work environments. A study by Zheng et al. (2018) found that perceived organizational support and supervisor support act as buffers, reducing the negative effects of WFC on stress and emotional exhaustion. Research by Huang et al. (2024) and Y. Wang et al. (2022) indicates that emotional intelligence and social support play a significant role in moderating the relationship between WFC and job satisfaction and turnover intention. On the other hand, Beutell (2010) and Yoo et al. (2021) highlight the importance of organizational interventions—such as work flexibility and supervisor support—in mitigating the negative impact of WFC on employee well-being. Findings over the past two decades indicate that WFC is not merely a matter of time but is also closely linked to psychosocial conditions and workplace environmental support. In the context of the post-pandemic era, the increased intensity of WFC is particularly felt by workers in the healthcare and public service sectors, where work-life balance is a major challenge for the retention of female employees (Huang et al., 2024; Y. Wang et al., 2022).

Recent evidence continues to reinforce work–family conflict (WFC) as a critical antecedent of turnover intention/intention to quit, particularly in post-pandemic settings where work intensification and depleted resources heighten work–life strain. Work-to-family and family-to-work conflict were shown to translate into stronger withdrawal intentions through diminished job and life satisfaction, highlighting that WFC operates not only via time loss but also via broader

well-being evaluations that make continued employment less attractive (Poulose & Sharma, 2024). Complementing this mechanism, among millennial workers, WFC elevates turnover intention largely through burnout, indicating that sustained strain is a proximal pathway linking interrole conflict to quitting cognitions (Zainal Badri & Ngo, 2025). WFC is also documented as a meaningful psychosocial stressor associated with impaired relational/psychological conditions relevant for sustained functioning and retention (Huang et al., 2024), and—importantly for practice—research on Chinese construction professionals indicates WFC as a strong predictor of turnover intention with perceived organizational support functioning as a protective buffer (Kalhor et al., 2025). Therefore, how WFC affects employees' intention to quit becomes a crucial issue.

Intention to Quit

Intention to quit is a form of conscious desire or cognitive intent of an employee to leave the organization where they work. This concept is viewed as a cognitive and affective stage that precedes actual turnover behavior (Mobley, 1977). Intention to quit, or more broadly, turnover intention, is an individual's psychological predisposition to end their employment relationship with the organization. In the intermediate linkages model (Mobley et al., 1978), the cognitive process leading to turnover does not occur suddenly but rather through a series of rational and affective evaluations and considerations. That model formulated three main forms of turnover cognitions commonly measured in empirical research. First, thinking of quitting, which is the extent to which employees repeatedly consider the possibility of leaving their jobs. This stage reflects an initial evaluation of dissatisfaction and potential alternatives. Second, intention to search for alternative employment, which is the employee's readiness to actively seek job opportunities in other organizations, such as reviewing job postings, contacting professional networks, or preparing applications. Third, intention to quit/leave, which is a stronger cognitive and affective commitment to actually resign within a certain time, making it the most proximal predictor of actual turnover behavior. Literature indicates that turnover intention is the most consistent and powerful predictor of actual turnover (Griffeth et al., 2000; Tett & Meyer, 1993), which is why these three indicators are widely used in research on human resource management, organizational behavior, and labor studies across cultural contexts and industrial sectors.

Recent literature over the past five years increasingly conceptualizes *intention to quit* not merely as an attitudinal outcome, but as a resource-based withdrawal cognition that emerges when employees face sustained imbalance between job demands and available personal or organizational resources (Fuchs, 2022; Junça Silva & Rodrigues, 2024). Drawing on the Job Demands–Resources, Conservation of Resources, and Social Exchange frameworks, contemporary studies consistently demonstrate that adverse work conditions—such as role ambiguity, toxic leadership, work–family conflict, and workplace incivility—elevate intention to quit primarily through psychological and affective mechanisms, including burnout, reduced job satisfaction, diminished morale, and weakened affective organizational commitment (Hattab et al., 2022; Junça Silva & Rodrigues, 2024; Wan et al., 2022). At the same time, retention-oriented resources such as job embeddedness, perceived organizational and supervisory support, trust in leaders, and decent work conditions act as critical buffering and anchoring forces, mitigating

quitting cognitions by strengthening employees' relational ties and perceived reciprocity with the organization (Kmieciak, 2022; Lee & Kim, 2023; Obeng et al., 2021). Collectively, this body of evidence reflects a clear conceptual shift toward viewing intention to quit as a dynamic and preventable outcome, shaped by the interaction between work demands, resource availability, and exchange quality—an understanding that is particularly salient in high-strain and post-pandemic work contexts (Dao-Tran et al., 2025; Kalhoro et al., 2025).

Perceived Supervisory Support

Perceived Supervisor Support (PSS) is employees' perception of the extent to which their direct supervisors value their contributions, care about their well-being, and are willing to provide support in both work and personal contexts (Eisenberger et al., 2002). This concept is rooted in Organizational Support Theory (OST), which explains that supervisors are agents of the organization—their behavior and actions reflect the extent to which the organization supports its employees. In other words, supervisors serve as the primary channel for communicating the organization's concerns and support to employees. When supervisors show empathy, provide tangible assistance, and support career development, employees will rate the organization more positively, feel valued, and demonstrate higher commitment and loyalty (Rhoades & Eisenberger, 2002). PSS is important in a socio-cultural context like Indonesia, which is collectivist and paternalistic, where hierarchical relationships and personal closeness to superiors significantly influence work motivation and psychological well-being (Widyastuti & Hidayat, 2020).

Empirical literature identifies that PSS consists of three main dimensions (Eisenberger et al., 2002). First, emotional support, which includes empathy, care, and the supervisor's willingness to listen to and understand employees' work and personal problems. This support increases the sense of belonging and reduces work stress. Second, instrumental support includes tangible assistance in completing tasks, provision of resources, clear direction, and constructive feedback. This dimension is directly related to increased work effectiveness. Finally, developmental support refers to supervisor support for career development, learning opportunities, training, and encouragement to improve competence. Supervisors who actively provide career guidance tend to create a more motivating work environment and foster job embeddedness.

Contemporary scholars *perceived supervisor support (PSS)* as a critical proximal job resource that, consistent with social exchange theory, signals supervisors' care, fairness, and socio-emotional investment in subordinates, thereby shaping employees' evaluations of the employment relationship (Lee & Kim, 2023). Within the Job Demands–Resources framework, empirical studies show that when employees perceive higher levels of supervisory support, they experience stronger psychological safety and reciprocity norms, which in turn reduce burnout and dampen intention to quit under demanding work conditions (Kmieciak, 2022). Evidence further indicates that PSS functions not only as a direct antecedent of retention-related outcomes but also as a buffering mechanism, weakening the impact of role stressors and work–family conflict on turnover intention (Dao-Tran et al., 2025; Obeng et al., 2021). In high-strain and public-sector contexts, scholars emphasize that supervisors represent the most salient

organizational agents in daily exchange processes, making PSS a decisive lever for retention when broader organizational resources are constrained (Hattab et al., 2022).

Work-Family Conflict and Turnover Intention

The changing modern work landscape, characterized by increased work intensity, digitalization, and the dual roles of employees, has strengthened the relevance of studies on Work–Family Conflict (WFC) and Intention to Quit. The conflict between work and family roles not only affects psychological well-being but also has direct implications for employee retention and organizational performance (Byron, 2005; Greenhaus & Beutell, 1985). In this context, the Job Demands–Resources (JD–R) Model (Demerouti et al., 2001) offers a comprehensive theoretical framework for understanding how job demands and available resources interact to influence employees’ intention to quit.

According to the JD-R Model, every job has two main dimensions: job demands and job resources. Job demands include physical, cognitive, and emotional requirements that force individuals to expend excessive energy, such as heavy workloads, time pressure, and role conflict. Conversely, job resources are factors that help individuals achieve work goals, reduce psychological strain, and stimulate personal growth—for example, supervisor support, autonomy, and work flexibility (Bakker & Demerouti, 2007; Schaufeli & Taris, 2014). In this model, WFC is categorized as a hindrance demand, which hinders productivity and reduces work engagement, while supervisor support and work flexibility function as resources that mitigate the negative impact of WFC on intention to quit (Crawford et al., 2010). Psychologically, WFC acts as an energy-depleting stressor that drains individuals' emotional and cognitive resources. When employees struggle to balance work and family roles, they are likely to experience emotional exhaustion, decreased motivation, and an increased intention to leave the organization (Bakker et al., 2023; H. J. Kim et al., 2025). This mechanism is known as the energetic process in the JD-R model, where chronic stress from job demands without compensating resources will trigger burnout and turnover intention (Demerouti et al., 2001; Schaufeli & Taris, 2014). Conversely, the motivational process emerges when employees have sufficient resources, such as empathetic supervisor support, flexible work policies, and a sense of job security. These factors play an important role in maintaining work engagement and suppressing the desire to resign (Bakker & Demerouti, 2007; Y. Wang et al., 2022).

Cross-sectoral empirical evidence supports this model. A study by Zhang et al. (2022) on healthcare workers during the COVID-19 pandemic showed that increased working hours and family responsibilities exacerbated WFC, which directly impacted burnout and intention to quit. However, hospitals that provided supervisor training to make them more empathetic and flexible in work scheduling successfully reduced employee turnover intention significantly. Similar findings were also reported in the hospitality sector, where unpredictable work schedules and emotional pressure increased stress and surface acting behavior—that is, hiding negative emotions while serving customers. Supervisor support and family leave policies have been shown to strengthen psychological availability and reduce turnover intention (Chen & Kao, 2012; Karatepe & Sokmen, 2006). In the context of education, Bakker et al. (2005) and García-

González et al. (2022) found that teachers experiencing high WFC showed resistance to innovation, withdrawal behavior, and low organizational commitment. When organizations provide job resources such as teaching autonomy and coworker support, the negative impact of WFC on intention to quit is significantly reduced. A similar trend is also observed in the technology sector: digital flexibility and organizational support have been shown to reduce technostress and improve employee retention (Maleki et al., 2023; Song & Chathoth, 2024).

From these overall empirical findings, it is evident that the relationship between WFC and intention to quit operates through two main paths of the JD-R Model. First, the energetic path (energy-driven process), where WFC increases fatigue and burnout, which in turn strengthens turnover intention. Second, the motivational path (resource-driven process), where the presence of resources such as perceived supervisor support and work flexibility weakens the influence of WFC by increasing affective commitment and work well-being (Babic et al., 2023; Bakker et al., 2023). Thus, the JD-R Model provides a systematic explanation that intention to quit is the result of the interaction between job demands and job resources. When work and family demands are not balanced by adequate social support and organizational policies, employees are likely to experience chronic stress and emotional exhaustion and ultimately form intentions to leave. However, organizations that can strengthen resources such as supervisor support, work flexibility, and recognition of work-life balance can significantly reduce the risk of turnover intention and retain high-performing employees, especially women in the service and healthcare sectors who face greater dual-role pressures (Hur, 2022; Y. Wang et al., 2022).

Female workers in Indonesia who work in 24-hour operational systems face high work demands that are not synchronized with family roles, thus could be increasing the risk of work-family conflict (WFC). In the context of collectivist culture, which still places women as the main actors in managing the domestic sphere, the conflict between work demands and family obligations is not only instrumental but also normative and emotional. When work hours are unpredictable, night shifts and work fatigue reduce time, energy, and psychological capacity to fulfill family roles; WFC functions as a chronic stressor that erodes well-being and organizational commitment. This accumulation of conflict prompts individuals to conduct a cognitive evaluation of the sustainability of their work relationships, where leaving their jobs is perceived as an adaptive strategy to restore role balance and maintain family harmony. Therefore, in the context of female workers with a 24-hour work system in Indonesia, WFC becomes an important determinant that increases intention to quit.

H1: Work-family conflict positively influences the intention to quit among female workers in Indonesia who work in a 24-hour work system

Mitigating Turnover Intentions under Work–Family Conflict: The Moderating Role of Perceived Supervisory Support

The phenomenon of intention to quit, or employees' intention to leave the organization, is a strategic issue that has received considerable attention in human resource management literature. The intention to leave an organization is often an early indicator of actual turnover behavior that

negatively impacts productivity, team effectiveness, and recruitment and training costs (Mobley, 1977; Tett & Meyer, 1993). One of the most consistently found factors that triggers increased intention to leave work is work-family conflict (WFC), which is a condition where demands from the work and family domains conflict, disrupting an individual's roles in one of them (Greenhaus & Beutell, 1985).

From the perspective of the Job Demands–Resources (JD–R) Model (Demerouti et al., 2001), every job has two main components: job demands and job resources. Job demands are aspects of work that require high physical, emotional, or cognitive effort and can lead to work stress if not balanced by adequate resources. Conversely, job resources are aspects of work that help individuals achieve goals, reduce job demands, and promote personal and professional growth (Bakker & Demerouti, 2007; Schaufeli & Taris, 2014). WFC is categorized as hindrance demand—that is, work demands that hinder employee performance and psychological well-being. When work and family demands conflict, individuals will experience decreased energy, emotional exhaustion, and prolonged stress, which ultimately increases their intention to quit (Byron, 2005; H. J. Kim et al., 2025). This mechanism is referred to as the energetic process in the JD–R Model, where an imbalance between demands and resources will lead to burnout and withdrawal behavior (Demerouti et al., 2001). However, the JD–R Model also emphasizes the existence of a motivational process that emerges when employees have adequate work resources. One of the most important job resources in this context is Perceived Supervisor Support (PSS), which is employees' perception that their supervisors value their contributions and care about their well-being (Eisenberger et al., 2002; Shanock & Eisenberger, 2006). Responsive and empathetic supervisors are able to provide emotional support, instrumental assistance, and work flexibility that help employees manage conflicts between work and family roles. This kind of support not only reduces stress and emotional exhaustion but also increases feelings of attachment, affective commitment, and the desire to remain with the organization (Babic et al., 2023; Y. Wang et al., 2022).

A number of cross-sectoral and cross-cultural studies show consistency in this relationship. Research in the healthcare sector during the COVID-19 pandemic found that high WFC intensity led to increased burnout and turnover intention, but this effect was significantly reduced for employees who received supervisor support in the form of schedule flexibility and empathy (M. Zhang et al., 2022; Zhou et al., 2020). In the hospitality sector, unpredictable work schedules and service pressure increase the risk of WFC and turnover intention, but family-supportive supervisor behaviors have been shown to reduce stress and increase job satisfaction (Chen & Kao, 2012; Karatepe & Sokmen, 2006). In the field of education, García-González et al. (2022) showed that teachers who have work autonomy and supervisor support are more capable of balancing dual roles and have a lower intention to quit. Cultural context also strengthens the relevance of this relationship. In collectivist cultures like those in Asia, social support from supervisors holds strong social and emotional significance, making perceived supervisor support not only instrumental but also symbolic in maintaining loyalty (Hur, 2022). Thus, PSS is seen as playing a buffering moderator role, weakening the relationship between WFC and intention to quit, both psychologically and empirically.

Conceptually, the relationships between variables in this study can be explained through two main mechanisms of the JD-R Model. First, the Health-Impairment Pathway: WFC as a job demand causes stress and burnout, which ultimately increases the intention to quit. Second, the Motivational Pathway: PSS as a job resource serves to mitigate the negative impact of WFC on the intention to quit by strengthening work engagement and well-being. Work-family conflict (WFC) arises when work role demands are misaligned with responsibilities in the family domain, leading to psychological stress and depletion of individual resources. Within the framework of Job Demands–Resources (JD–R) and Conservation of Resources (COR), WFC is viewed as a job demand that depletes time, energy, and emotional capacity, ultimately increasing the tendency for withdrawal behaviors (withdrawal cognitions). For female workers in 24-hour operational systems, such as shift work or on-call, this demand becomes increasingly heavy due to unpredictable work schedules and high levels of fatigue. In the context of collectivist cultures like Indonesia, where women are socially expected to prioritize family roles, WFC is not only perceived as a workload but also as a threat to fulfilling socially important roles. Sustained WFC accumulation prompts individuals to re-evaluate the sustainability of their work relationships, leading to intention to quit as a rational response to protect remaining resources and restore role balance.

However, the influence of WFC on intention to quit is highly dependent on the availability of contextual resources in the workplace. One crucial resource is perceived supervisory support (PSS), which refers to the extent to which employees perceive that their supervisors value their contributions and care about their well-being. From the JD-R and COR perspectives, PSS functions as a job resource capable of hindering the process of resource loss due to work demands. Supervisor support—through empathy, flexibility, and fair treatment—can change how individuals assess work stressors and reduce the psychological pressure caused by WFC. In cultural contexts with relatively high power distance, the relationship with the supervisor holds strong psychological significance, making PSS increasingly effective as a protective mechanism. When PSS is high, female workers experiencing WFC are less likely to directly translate that conflict into an intention to quit. Conversely, low PSS strengthens the impact of WFC on intention to quit because individuals feel they lack support to manage role conflict.

H₂: Perceived supervisory support moderates the relationship between work-family conflict and intention to quit, such that the positive effect of work-family conflict on intention to quit is weaker when perceived supervisory support is high.

2. Method

This study uses a quantitative approach to examine the relationship between work-family conflict and intention to quit, focusing on the moderating role of perceived supervisory support. Researchers developed a questionnaire that was distributed online using Google Forms to collect research data. The survey was distributed through various online channels, including email and social media platforms such as WhatsApp groups, Instagram, and LinkedIn, to reach a wide audience of potential participants. Convenience sampling was used to recruit female workers

working on a 24-hour shift system, and a total of 515 complete responses were received to capture the phenomenon more comprehensively.

A 24-hour shift system is a form of rotating work arrangement designed to ensure the continuous operation of an organization's services and operations without interruption, particularly in the healthcare, transportation, security, manufacturing, energy, call center, and hospitality industries. This system is commonly divided into three rotations—morning, afternoon, and night—with the aim of distributing the workload and maintaining the continuity of services considered essential for both society and business sustainability (Costa, 2003). However, a number of studies indicate that shift work, particularly night shifts, has the potential to disrupt individuals' circadian rhythms, sleep patterns, cognitive function, and physiological responses, ultimately increasing the risk of chronic fatigue, workplace accidents, cardiometabolic problems, and decreased decision-making capacity (Caruso, 2014; Ferri et al., 2016). Psychosocial impacts are also a concern, as shift workers are more vulnerable to work stress, burnout, and work-family conflict due to limited social and domestic time, which increases their intention to quit and turnover, especially in public service and customer-facing jobs (Buchvold et al., 2019; Díaz-Faes et al., 2020). Nevertheless, from an organizational perspective, the 24-hour shift system is still considered strategic because it enhances operational flexibility, service response speed, asset efficiency, and competitive capability, especially in sectors required to provide real-time service (Y. Zhang et al., 2021). Some studies also show that some workers prefer shift work due to opportunities for additional income, a preference for non-traditional work rhythms, or certain personal time flexibility (McVicar et al., 2017).

Therefore, the effectiveness of 24-hour shift implementation is highly influenced by the quality of human resource management, including fair scheduling, ergonomic shift rotation, safety training, rest policies, organizational support, and occupational health interventions. Thus, 24-hour shift work is not merely a scheduling mechanism but a multidimensional phenomenon that requires an integrative approach to maintain a balance between organizational productivity and worker well-being. The characteristics of the job are: a. Public or customer service-oriented b. Requires quick response or safety c. Relies on continuous operation d. Often requires night shifts and overtime. The questionnaire used for data collection asked respondents to rate their perceptions of the three research variables using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). We distributed questionnaires for approximately eight months, from May to December 2024. Based on the data obtained, the validity and reliability of the research instrument were tested first. After the instrument was considered valid and reliable, the researcher tested the proposed hypothesis using conditional process analysis with SPSS Macro-PROCESS to examine the causal relationships in the study.

Table 1 shows that the measurement items used in the questionnaire were adapted from several previous studies. Perceived Supervisory Support (PSS) was measured using an adaptation of the Survey of Perceived Organizational Support (SPOS) developed by Eisenberger et al. (1986), replacing the word "organization" with "supervisor" to reflect the extent to which employees believe their direct supervisors value their contributions and care about their well-being

(Eisenberger et al., 2002; Shanock & Eisenberger, 2006). Examples of statement items include "My supervisor really cares about my well-being" and "My supervisor strongly considers my goals and values." This scale has demonstrated strong validity and reliability across various organizational contexts.

The variable of intention to quit was measured using the classic indicators from (Mobley, 1977; Mobley et al., 1978) which view intention to leave as a gradual cognitive process before actual turnover occurs. Examples of general statements used in empirical research are "I often think about quitting my job," "I am actively looking for a job outside the organization," and "I intend to quit my present job soon." This instrument has proven to be the most proximal predictor of turnover behavior and is widely used in human resource management studies. Meanwhile, Work-Family Conflict (WFC) is measured based on the two-way conflict framework as explained by Greenhaus & Beutell (1985) and operationalized by (Netemeyer et al., 1996) namely Work-to-Family Conflict (WIF) and Family-to-Work Conflict (FIW). Work-to-family conflict describes the condition when work demands interfere with functions and roles within the family, for example, through the statement "The demands of my work interfere with my home and family life." Conversely, family-to-work conflict occurs when family pressures or obligations hinder performance and focus at work, such as in the statement "The demands of my family interfere with my work responsibilities." These three scales have demonstrated high reliability, cross-cultural consistency, and empirical relevance in various contemporary studies of organizational behavior.

Table 1 Measurement

Variable	Items
Intention to quit	<ol style="list-style-type: none"> 1. I often think about quitting my present job. (IQ-1) 2. I am actively looking for a job outside the organization. (IQ-2) 3. I intend to quit my present job soon. (IQ-3)
Work-Family Conflict	<p style="text-align: center;">Work Interference with Family (WIF):</p> <ol style="list-style-type: none"> 1. The demands of my work interfere with my home and family life. (WIF-1) 2. The amount of time my job takes up makes it difficult to fulfill family responsibilities. (WIF-2) 3. Things I want to do at home do not get done because of the demands my job puts on me. (WIF-3) 4. My job produces strain that makes it difficult to fulfill family duties. (WIF-1₁) 5. Due to work-related duties, I have to make changes to my plans for family activities. (WIF-4) <p style="text-align: center;">Family Interference with Work (FIW):</p> <ol style="list-style-type: none"> 1. The demands of my family or spouse/partner interferes with work related activities. (FIW-1) 2. I have to put off doing things at work because of demands on my time at home. (FIW-2) 3. Things I want to do at work don't get done because of the demands of my family or spouse/partner. (FIW-3) 4. My home life interferes with my responsibilities at work, such as getting to work on time, accomplishing daily tasks, and working overtime. (FIW-4) 5. Family-related strain interferes with my ability to perform job-related duties. (FIW-5)
Perceived Supervisory Support	<ol style="list-style-type: none"> 1. My supervisor really cares about my well-being. (PSS-1) 2. My supervisor strongly considers my goals and values. (PSS-2) 3. My supervisor shows very little concern for me. (reverse coded) (PSS-3) 4. My supervisor would forgive an honest mistake on my part. (PSS-4) 5. My supervisor cares about my opinions. (PSS-5) 6. My supervisor takes pride in my accomplishments at work. (PSS-6) 7. My supervisor tries to make my job as interesting as possible. (PSS-7) 8. My supervisor is willing to help me if I need a special favor 9. (PSS-8)

3. Results

Table 2 shows the respondent profile obtained by the researcher, which includes 515 female workers. In the education category, the majority of respondents hold a bachelor's degree (76.9%), followed by a high school diploma (12.3%) and a master's degree (7.4%). This distribution of educational backgrounds indicates a high proportion of well-educated respondents. Based on monthly income level, 56.55% of respondents earn over Rp. 5,000,000

(which is above the minimum wage). The largest proportion of employment fields is in hospitality, tourism, and customer service (19.8%), with private companies dominating (74.2%).

Table 2 Respondent Profile

Demographic	Category	Total	Percentage
Generation	1946 – 1964	31	6, 05%
	1965 – 1980	318	61, 7%
	1981 – 1996	124	24, 1%
	1997 – 2012	42	8, 15%
Education	Senior High School	63	12,3%
	Diploma	15	2,9 %
	S1	396	76, 9%
	S2	38	7, 4%
	S3	3	0,5 %
Income per Month	< IDR 4. 000. 000	42	8, 15%
	IDR 4. 000. 001-5. 000. 000	182	35, 3%
	IDR 5. 000. 001 – 7. 000. 000	124	24, 1%
	IDR 7. 000. 001 – 9. 000. 000	104	20, 2%
	>IDR 9. 000. 000	63	12, 25%
Field of Work	Health and Medical Services	46	8, 9%
	Public Safety and Security	38	7, 4%
	Hospitality, Tourism, and Customer Service	102	19, 8 %
	Transportation and Logistics	34	6, 6%
	Manufacturing, Mining, and Energy	8	1, 6%
	Telecommunications, IT, and Digital Services	78	15, 1%
	Media, Communications, and Information Services	82	15, 9%
	Retail and Consumer	76	14, 8%
	Social and Humanitarian Services	11	2, 1%
Others	40	7, 8%	
Type of Institution	Private Institutions	382	74, 2%
	State-owned Enterprises	71	13, 8%
	Government Agencies	62	12%
Length of Service	4 years	142	27, 6%
	5 – 9 years	137	26, 6%
	10 – 14 years	134	26%
	15 – 20 years	102	19, 8%

Source(s): Authors' creation

Item validity was tested by comparing the item-total correlation coefficient (r calculated) with the r table, with the criterion that r calculated must be greater than r table. Construct reliability was evaluated using Cronbach's Alpha with a cut-off value of 0.70 (Hair et al., 2019). As shown

in Table 3, all items had calculated r values above 0.78 and the Cronbach's Alpha value for each scale was above 0.86, indicating that the instrument used had adequate validity and reliability for further analysis.

Table 3 Validity and Reliability test

Variables and Items	R counts	Cronbach's Alpha
Intention to Quit		0. 920
IQ-1	0, 812	
IQ-2	0, 822	
IQ-3	0, 901	
Work-Family Conflict		0. 882
Work Interference with Family (WIF):		
WIF-1	0, 788	
WIF-2	0, 830	
WIF-3	0, 875	
WIF-4	0, 790	
Family Interference with Work (FIW):		
FIW-1	0, 825	
FIW-2	0, 845	
FIW-3	0, 920	
FIW-4	0, 835	
Perceived Supervisory Support		
PSS-1	0, 875	
PSS-2	0, 820	0. 867
PSS-3	0, 888	
PSS-4	0, 820	
PSS-5	0, 842	
PSS-6	0, 865	
PSS-7	0, 804	
PSS-8	0, 815	

Source(s): Authors' creation

In testing conducted using the Hayes Macro-PROCESS 1 model, which involved work-family conflict as the independent variable and perceived supervisory support as the moderator variable for the relationship between work-family conflict and intention to quit, an R-squared value of 0.811 was obtained. This value means that work-family conflict and perceived supervisory support can explain 81.1% of the variance in intention to quit.

Table 4 Matrix correlation

Variable	1	2	3
Work-Family Conflict	1		
Perceived Supervisory Support	- 0.711*	1	
Intention to Quit	0.756*	-0.775*	1

Notes: n= 515. *p< 0. 05; **p< 0. 01

Table 4 shows the correlation values between the measurement variables. Work-family conflict is positively correlated with intention to quit at 0.756, perceived supervisory support is negatively correlated with intention to quit at -0.775, and perceived supervisory support is negatively correlated with work-family conflict at -0.711.

Table 5 Descriptive statistical

Variable	Minimal	Maximal	Mean	Standard Deviation
Work-Family Conflict	1.00	5.00	3, 87	0.680
Perceived Supervisory Support	1.00	5.00	4.62	0.453
Intention to Quit	1.00	5.00	3.88	0.522

Source(s): Authors' creation

Table 5 presents descriptive statistics for three key variables: work-family conflict, perceived supervisory support, and intention to quit. Each variable was measured on a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The relatively high average PSS indicates that respondents felt strong supervisor support. However, the high values of WFC and ITQ also indicate that women working 24-hour shifts still experience significant role conflict and turnover intention, even though they feel supported by their supervisors. Standard deviation reflects the variability in responses, with work-family conflict showing the highest variability (SD = 0.680), indicating more diverse opinions among respondents regarding this issue.

Table 6 Hypothesis testing

Hypothesis	coeff	se	t	p-value	LLCI	ULCI
H ₁ : Work-Family Conflict has a positive effect on Intention to Quit	0.360	0.112	3.89	0.000	0.024	0.500
H ₂ : Perceived Supervisory Support moderates the effect of Work-Family Conflict and Intention to Quit, where the effect will be weakened with high levels of support from supervisor	-0.587	0.130	-3.45	0.000	-	-

Source(s): Authors' creation

Based on the test results using Hayes Macro-PROCESS Model 1, Work-Family Conflict (coefficient = 0.360; $t = 3.89$; $p < 0.05$) was proven to have a positive and significant effect on Intention to Quit, thus supporting H_1 . Additionally, the interaction coefficient between Work-Family Conflict and Perceived Supervisory Support was negative and significant (coefficient = -0.587; $t = -3.45$; $p < 0.05$), indicating that Perceived Supervisory Support weakens the influence of Work-Family Conflict on Intention to Quit. Therefore, H_2 was also supported.

The results of this study indicate that Work-Family Conflict (WFC) has a positive and significant impact on the intention to quit among female workers working 24-hour shifts. These findings confirm the Job Demands-Resources (JD-R) Model framework, which positions WFC as a hindrance job demand that drains physical, emotional, and cognitive energy, thus triggering work exhaustion, dissatisfaction, and withdrawal behaviors, including intention to quit (Bakker & Demerouti, 2007; Schaufeli & Taris, 2014). Consistent with (Greenhaus & Beutell, 1985), this study confirms that the conflict between work and family roles is a significant source of chronic stress, particularly for women who bear greater domestic responsibilities.

In the context of 24-hour shift work, WFC arises not only from a lack of time for family but also from schedule uncertainty, physical fatigue due to irregular work rhythms, and the emotional demands of the job. This is particularly evident in professions that require physical presence and a high degree of readiness, such as nurses, midwives, and emergency medical personnel, who must work night shifts and handle emergency situations. Studies (Hasna et al., 2025; M. Zhang et al., 2022) show that women in the healthcare sector have a high turnover intention when WFC increases, especially those with young children. Similar phenomena are found in the hospitality sector, 24-hour retail, call centers, and customer service, which generally require willingness to work on weekends, holidays, or at night. (Karatepe & Sokmen (2006) found that female hotel workers experience stronger WFC compared to men, because work schedules are not aligned with the rhythm of family activities. The findings of this study are consistent: respondents working in hospitality (19.8%) reported relatively high levels of WFC and intention to quit. In the public safety, transportation, telecommunications, and logistics sectors, WFC is reflected in the difficulty of fulfilling family roles due to the demands of vigilance, sudden schedule rotations, and long working hours. Thus, the results of this study reinforce that the intention to leave among 24-hour female workers does not stem solely from individual job dissatisfaction but is a manifestation of structural and social pressure due to role burden inequality.

Another important finding is that Perceived Supervisory Support (PSS) significantly moderates the relationship between WFC and intention to quit, with a negative direction. This means that the higher the supervisor support, the weaker the influence of WFC on intention to quit. This result aligns with organizational support theory, which emphasizes that supervisors are an extension of organizational representation and a primary social resource in the JD-R model. PSS serves as a protective factor that helps female workers manage role stress through emotional support, schedule flexibility, guidance, and psychological validation. For example, a nurse with young children might still experience WFC, but if their supervisor offers shift swaps or shows empathy, their intention to leave decreases. A study (Chen & Kao, 2012) in the customer service

sector showed that family-supportive supervisors were able to reduce turnover intention by up to 40%. The buffering effect of PSS is even stronger in collectivist and paternalistic cultural contexts like Indonesia, where interpersonal closeness and relational harmony are considered important. Therefore, supervisor support is not only instrumental but also symbolic, representing that employees are valued and cared for. Overall, the findings of this study contribute to the theory and empirically that female workers' intention to leave is not merely an individual issue but a structural, relational, and cultural one, especially in shift-based work systems.

Conclusion and Limitations of the Study

This study aims to analyze the influence of Work-Family Conflict on the intention to quit among female workers working a 24-hour shift system, and to examine the moderating role of Perceived Supervisory Support. Empirical results show that: a) Work-Family Conflict has a positive and significant effect on the intention to quit. The higher the work-family role conflict, the greater the tendency for female workers to consider leaving the organization; and b) Perceived Supervisory Support is proven to moderate the relationship between WFC and the intention to quit. Supervisor support can weaken the negative impact of WFC, making female workers more resilient within the organization despite facing dual-role pressure. This finding confirms the importance of the JD-R Model perspective in understanding turnover intention, particularly in shift-based work and for female employees. This research also emphasizes that job design and interpersonal support from supervisors are key factors in employee retention management. Practically, organizations need to develop work flexibility policies, fair scheduling, empathy-based supervisor training, and well-being support systems to minimize WFC and reduce turnover rates, especially in the healthcare, hospitality, security, digital services, and transportation sectors.

This research has several limitations that need to be considered. First, the sampling method used convenience sampling, so the generalizability of the results is still limited to the population of female workers willing to participate in the online survey. Second, the variables were measured using self-report and a cross-sectional design, so the results only show a relationship, not dynamic causality. Respondents may also be affected by common method bias. Third, the research focuses on female 24-hour shift workers, so the results cannot yet be generalized to non-shift female workers, male workers, or the informal sector. Additionally, other variables such as job embeddedness, organizational justice, burnout, meaningful work, and family support were not analyzed, even though they could be expected to influence turnover intention. Finally, the research did not conduct an analysis involving demographic variables (e.g., age, marital status, number of children, generation), which could potentially lead to a more comprehensive understanding. Based on these limitations, future research is recommended to use a longitudinal design to observe changes in intention to quit over time. Additionally, future research could conduct comparative studies between male and female workers or across different industry sectors and test additional mediation models, such as burnout, job satisfaction, or affective commitment.

Theoretical Contribution

This research makes several important contributions to the development of organizational behavior theory and literature. First, it strengthens and expands the application of the Job Demands–Resources (JD–R) Model. This study shows that Work–Family Conflict (WFC) functions as a hindrance to job demand that consistently increases the intention to quit among 24-hour shift female workers. Thus, this study confirms the health-impairment pathway mechanism in the context of non-traditionally operating work. Second, placing Perceived Supervisory Support (PSS) as a conceptually and empirically relevant moderator. Most previous research has positioned PSS as a direct predictor. The findings of this study expand the literature by demonstrating that PSS has a buffering role capable of weakening the influence of WFC on intention to quit. Thus, this study confirms the importance of including social-relational variables in contemporary turnover models. Third, offering a new theoretical context: female workers in a 24-hour shift system. Literature on WFC and turnover intention has historically focused more on standard (office-hour) jobs. This study enriches the research by placing dual role pressure in a 24/7 operating work environment, thus opening opportunities for developing theories based on work schedule characteristics. Fourth, integrating a collectivist cultural perspective into the discussion of WFC and PSS. Supervisor support has been shown to have a greater moderating effect in cultures that emphasize hierarchical relationships, social harmony, and emotional attachment, such as Indonesia. This expands the cross-cultural validity of the JD-R Model and Organizational Support Theory. And lastly, providing a basis for the development of a gender-based conceptual turnover model. This research shows that women's intention to quit is not just an individual psychological phenomenon but also a structural response to the unequal burden of social roles, thus opening up space for exploring gender-based work behavior theories.

Practical Contribution

The findings of this research have strategic implications for human resource management, organizations, supervisors, and policymakers. First, the importance of work policies that are responsive to family roles. Organizations—particularly hospitals, hotels, retail, call centers, security, and transportation—need to implement fair shift scheduling, shift swap options, and flexible work hours to mitigate the impact of WFC on female workers. Second, strengthening the role of supervisors as the front line of employee retention. Because PSS has been proven to reduce the intention to quit, organizations need to provide supervisors with training on empathy, supportive communication, family-supportive supervisory behavior, and work-family role conflict management. Third, reorient the supervisor performance evaluation system. Supervisor evaluations should not only be based on operational targets but also on their ability to maintain team well-being, psychological stability, and employee retention rates. Four, design of psychosocial interventions for 24-hour shift female workers. Counseling programs, employee assistance programs, time management education, and family support can reduce emotional stress caused by WFC. Organizational investment to prevent costly turnover. Turnover of skilled female workers—such as nurses, digital analysts, or experienced frontliners—incurs recruitment, training, and service quality loss costs. Efforts to increase PSS and reduce WFC are an economically efficient retention strategy.

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