

Work - Family Conflict and Burnout Among Employees

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ABSTRACT

Aim of the study is to investigate the “work and family conflict and burnout. According to Byron (2005), work -family conflict (WFC) as occurs when the demands and responsibilities of work and family are somehow incompatible, and it is hard for difficulty people to fulfill their roles. (Maslack 2003) burnout is a psychological condition the results from prolonged stress at work. A disorder characterized by three symptoms: Emotional Exhaustion: Mental fatigue or lack of energy Depersonalization: Negative feelings or thoughts about friends work people are less fulfilled the sense of accomplishment is reduced. (Yue Li1, Xingcan Ni2, Wei Zhang3, Jianping Wang1,4, Chengfu Yu2 * and Hongyu Zou, (2024) conducted a study on the relationship between work–family conflict and family–work conflict on job burnout among primary and secondary school teachers: depression, and cognitive reappraisal the author mentioned that s influencing job burnout in primary and secondary school teachers in China by integrating two different forms of work–family conflict, depression, and cognitive reappraisal. Firstly, this study found a positive predictive effect of work–family conflict on job burnout in primary and secondary school teachers, emphasizing that interventions aimed at reducing work–family conflict are conducive to promoting the psychological health and professional development of Chinese primary and secondary school teachers. The present study aims to identify the relationship between work to family conflict and burnout. Among E.I.D parry private limited employees. 75 sample were collected based on normative survey methods. I order to collect the data regarding work and family conflict scale (WAFCS) developed by Haslam (2015). The Maslack burnout inventory (Maslach, Jackson, Schwab, (1996) was used to collect the data. The to measure burnout formulates the hypothesis that, there will be a significant relationship between work and family conflict and burnout. In order to test the hypothesis correlation is used. The result of the study concluded that there is a work-to-family conflict positive and significant relationship between emotional exhaustion. Under depersonalization positively correlated but not statistically significant. Negatively correlated personal accomplishment. Which showed that family and Work conflict has negatively correlated on all burnout components.

Keywords: *Work and family conflict, Burnout & Employees*

In the 21st century, the role of employees within organizations has expanded beyond traditional frameworks, with workers increasingly seen as strategic assets who contribute not only labor but also innovation, creativity, and long-term sustainability. The

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Received: January 11, 2025; Revision Received: March 28, 2025; Accepted: March 31, 2025

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competitive nature of today's global economy places a premium on human capital, where organizations that effectively engage, develop, and retain their workforce tend to outperform those that do not. Employees are no longer viewed simply as resources to complete tasks but as integral participants in shaping organizational culture, innovation, and success. As a result, understanding the complex dynamics that influence employee behavior, satisfaction, and performance has become a central focus of research in human resource management, organizational psychology, and leadership studies.

In today's fast-paced and highly demanding work environments, employees often struggle to balance their professional responsibilities with personal and family life. This constant juggling act can lead to work-family conflict, where the pressures from work and home interfere with one another. When unresolved, this conflict can significantly impact employee well-being, leading to burnout—a state of physical, emotional, and mental exhaustion caused by prolonged stress.

Work-family conflict not only affects employees' job satisfaction and productivity but also their health, family dynamics, and overall quality of life. Similarly, burnout has far-reaching consequences, including decreased engagement, higher turnover rates, and reduced organizational commitment. Given the increasing prevalence of these issues, understanding the relationship between work-family conflict and burnout is crucial for creating supportive work environments that foster both employee well-being and organizational success.

The aim of this research is to explore the relationship between work-family conflict and employees burnout. By examining the extent to which balancing work and personal responsibilities leads to stress and exhaustion, this study seeks to provide insights that can inform interventions aimed at reducing burnout. Ultimately, the goal is to help organizations develop supportive policies that foster a sustainable work-life balance for employees.

MEANING OF WORK FAMILY CONFLICT

Work-family conflict is defined as “a form of interrole conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (Greenhaus & Beutell, 1985).

Work-family conflict was first studied in the late 19th century. During this time period, work and income moved from inside the home (agricultural work) to outside the home (factories). Industrialization challenged the current relationship between working and family

THEORIES OF WORK FAMILY CONFLICT

- **Boundary theory**

Divides social life into work and family, which are interdependent sections. Individuals have different roles and responsibilities in each section, and cannot perform both roles at the same time.

- **Border theory**

Builds on boundary theory by considering how each section influences the other. It attempts to identify ways to manage conflict and achieve balance between conflicting identities.

FORMS OF CONFLICT

- **Work-to-family conflict**

Grounded in role theory (Katz & Kahn, 1978), work-family conflict results from the incompatibility of role demands between work and family from time, strain, or behavior (Greenhaus & Beutell, 1985). Work-family conflict occurs when an individual experiences incompatible demands between work and family roles, causing participation in both roles to become more difficult. This imbalance creates conflict at the work-life interface. It is important for organizations and individuals to understand the implications linked to work-family conflict. In certain cases, work-family conflict has been associated with increased occupational burnout, job stress, decreased health, and issues pertaining to organizational commitment and job performance. (Work-to-family conflict occurs when experiences and commitments at work interfere with family life, such as extensive, irregular, or inflexible work hours, work overload and other forms of job stress, interpersonal conflict at work, extensive travel, career transitions, or an unsupportive supervisor or organization). This imbalance creates conflict at the work-life interface. It is important Work-family conflict is often contrasted with work-family enrichment, which represents the positive spillover that can occur between the work and family domains. The idea of work-family conflict is grounded in resource drain theory, which suggests that individuals have limited physical, psychological, and social resources to draw on while performing in different roles. When individuals devote large quantities of their resources to one domain of life, their performance in other domains may thus decline (Staines, 1980).

FAMILY TO WORK CONFLICT

As a specific form of inter-role conflict, family-to-work conflict (also known as family interference with work or FIW) occurs when the pressures from the family and work domains are mutually incompatible, and as a result, participation in the work role is made more difficult by virtue of participation in the family role (Greenhaus & Beutell, 1985). The notion of role conflict is rooted in scarcity theory (Goode, 1960), which assumes that personal resources, such as time and energy, are finite and that the devotion of greater resources to one role necessitates the devotion of lesser resources to other roles. (Family-to-work conflict occurs when experiences and commitments in the family interfere with work life, such as the presence of young children, primary responsibility for children, elder care responsibilities, interpersonal conflict within the family unit, or unsupportive family members)

TYPES OF WORK FAMILY CONFLICT

- **Time-based:** When the demands of work and family compete for time
- **Strain-based:** When stress from one role spills over into the other
- **Behavior-based:** When the behaviors required for work and family are incompatible

FACTORS INFLUENCING WORK -FAMILY CONFLICT

Individual Factors

- Inadequate education and experience
- High gender difference
- Negative Attitude
- Lack of Good Personality
- Lack of time management
- No proper planning of doing things

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- Inability to adjust for changes
- Lack of internal locus of control
- Lack of efficiency and activeness
- Lack of listening to others' opinions

Family Based Factors

- Attitude of family members towards the individual
- Misunderstanding among family members
- Children and elder caring problems
- Physical ability of family members
- Number of family dependents
- Unsupportive family members Parents separated from children
- Unavailability of job sharing
- Cultural value issues
- Mixed family roles

Organizational Factors

- Unsupportive supervisors and co-workers
- Greater work demands or Over load
- Conflicting interpersonal relationships
- Not enough salary and benefits
- Discrimination and harassment
- Inflexible work schedules
- Long job related travels
- Work role ambiguity
- Poor working conditions
- Low job security (Jaffna 2015)

Results of Work Family Conflict

- Possibility of getting negative impacts from people
- Job dissatisfaction and turnover
- Unhealthy family relationship
- Loss of personal values among the society
- Cannot like what he/she doing
- Loss of entertainment and happiness of life
- Lack of commitment and dedication
- Unable to move to higher positions
- Frequent job changes
- Lack of productivity
- Mental stress (Jaffna 2015)

BURNOUT

Burnout is often defined as a state of physical, emotional, and mental exhaustion caused by prolonged exposure to stressors in the workplace. Maslach and Jackson (1981), describes

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burnout as a syndrome characterized by three dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment. Emotional exhaustion refers to feelings of being emotionally drained and depleted. Depersonalization involves developing negative or cynical attitudes towards one's work and the people one interacts with. Reduced personal accomplishment manifests as a decline in one's sense of competence and achievement in their job role.

Types of Burnout

- **Overload burnout**

This happens when you work too hard and long without breaks, and may risk your health and personal life to succeed.

- **Under-challenged burnout**

This occurs when you feel bored and underappreciated, and your job doesn't provide opportunities for learning or growth.

- **Neglect burnout**

This happens when you feel helpless and unable to keep up with your responsibilities, and may believe you're incompetent.

- **Habitual burnout**

This is the most serious stage of burnout, and involves chronic physical and mental fatigue, sadness, and behavioral changes. It can sometimes lead to depression and suicidal thoughts.

- **Bad fit burnout**

This can occur when you're no longer a good fit for your job or organization, and may feel cynical, unhappy, and unproductive. (Jabeen Begum 2024)

Causes of Burnout

Burnout can occur for several reasons. However, poorly managed occupational stress has been recognized as the primary cause (Bridgeman et al., 2018; World Health Organization, 2019).

Other factors contribute to work-related stress, which in turn, contribute to burnout (Edmund, 2019; Gallup, 2020).

In many cases, employee burnout is caused by a toxic work environment, but there may be a myriad of contributing factors depending on the situation.

Role issues

- Unbalanced workloads.
- Unrealistic deadlines.
- New responsibilities without title or compensation changes.
- Ever-changing or generally unclear expectations, goals, or job roles/responsibilities.

Leadership issues

- Unsupportive, aloof, or uncommunicative leaders.
- Micromanagement.
- Limited performance-based feedback or employee recognition.

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Culture issues

- 24/7 availability expectations.
- Lack of transparency and communication across the organization.
- Limited opportunities for professional growth and development. (Lauren Hansen 2024)

Signs and Symptoms of Burnout

- Disinterested or Nervous Body Language
- Lack of Involvement in Social Activities
- Frequent Absenteeism
- More Frequent Illnesses
- Reduced Productivity
- Constant Sleepiness and Emotional Exhaustion (Kate Heinz 2023)

Effects of Workplace Burnout

Physical health issues

- Excessive stress
- Fatigue
- Increased likelihood for heart disease
- Increased likelihood for high blood pressure
- Increased likelihood for type 2 diabetes
- Increased likelihood for respiratory issues
- Increased likelihood for death before age 45

Mental health issues

- Depression
- Anger
- Irritability
- Anxiety
- Increased likelihood for mental health needs like medication or hospitalization

Personal consequences

- Alcohol or substance abuse
- Isolation from friends and family
- Irresponsibility with finances
- Anger towards family members
- Inability to fulfill responsibilities.

Professional consequences

- Job dissatisfaction
- Withdrawing from colleagues and friends
- Inability to do job well
- Drain on company resources. (Mike Leavitt, Roy Romer 2019)

Need for the Study

The increasing demands of modern work environments, coupled with familial responsibilities, have led to growing concerns about work-family conflict (WFC). WFC occurs when work and family roles interfere with one another, creating stress and emotional

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strain. This conflict is particularly significant in today's society, where individuals often juggle multiple responsibilities both at home and in the workplace. Research has shown that prolonged WFC can lead to various negative outcomes, one of the most prominent being burnout. Burnout, characterized by emotional exhaustion, cynicism, and reduced professional efficacy, poses significant threats not only to individual well-being but also to organizational productivity and retention. Despite existing studies on work-family conflict and burnout, there remains a critical need for further exploration of how these two variables interact across different industries, job roles, and family structures. In particular, the global shift towards remote and hybrid work models following the COVID-19 pandemic has reshaped the boundaries between work and personal life, potentially exacerbating the effects of WFC on burnout. Understanding the nuanced relationship between work-family conflict and burnout is crucial for developing effective interventions that promote work-life balance and mitigate burnout in today's workforce. This study seeks to address this gap by examining how work-family conflict contributes to burnout, offering insights that could inform policy changes and workplace practices aimed at improving employee well-being.

Significance of Study

The importance of studying work-family conflict and burnout is rooted in their significant influence on employees and organizations. Work-family conflict arises when the demands of work and family responsibilities are at odds, posing a challenge for individuals to fulfill the expectations in both areas. Burnout, conversely, represents a psychological syndrome distinguished by feelings of emotional exhaustion, cynicism, and a decreased sense of personal achievement. Understanding the connection between these two variables is crucial. Research consistently demonstrates that work-family conflict can be a substantial predictor of burnout. High levels of burnout not only jeopardize the welfare and efficiency of employees but also result in increased turnover rates, absenteeism, and diminished organizational commitment. In a society where juggling work and family duties is becoming more and more demanding, this

study holds great relevance. It examines how conflicts between work and family responsibilities can lead to burnout, revealing possible factors that may worsen or alleviate these impacts. In looking at this connection, the study seeks to educate organizations on the significance of supportive policies, such as flexible work hours and employee assistance programs, in alleviating work-family conflicts. Ultimately, this research can contribute to fostering healthier workplaces, boosting employee engagement, and mitigating the adverse effects of burnout, which is advantageous for both individuals and organizations.

REVIEW OF LITERATURE

As per Fink (2014), a literature review is described as "a thorough summary of the existing research on a particular subject." This definition highlights the significance of encompassing both the breadth and depth when examining past research. A thorough examination encompasses the systematic exploration, assessment, and integration of pertinent studies to offer a comprehensive grasp of the subject matter. This involves exploring different research methods, theoretical concepts, and real-world results to discover patterns, themes, and connections. Through embracing a thorough approach, researchers can pinpoint deficiencies in current knowledge, question existing assumptions, and highlight areas that warrant additional investigation. In the end, Fink's definition highlights the importance of the literature review in establishing a solid grasp of a research topic, shaping research inquiries, and steering forthcoming investigations.

Research related studies

Ling Chen, Junjun Liu, Hailong Yang, Hui Ma, Hui Wang, Yun Huang, Hao Cheng, Dianzhen Tang, Miao Liu, Houyuan Luo, 10 Haitao Qu, 11 Diwen Shen, Ning Zhang (2018) examined the relationship between work- family conflict (WFC) and burn-out among Chinese doctors and the mediating role of coping styles in this relationship. A cross-sectional survey was conducted among 2530 participants in China. The scales are the Chinese Maslach Burnout Inventory (CMBI), work -family conflict scale (WFCS), Simplified Coping Style Questionnaire (SCSQ). The results revealed that higher scores on work interfering with family conflict, reported more emotional exhaustion ($r=0.514$, $P<0.001$) and had a sense of accomplishment ($r=- 0.149$, $P<0.001$). Simultaneously, family interfering with work (FIW) was positively associated with all dimensions of burn-out ($r=0.213$, 0.504 , 0.088 , respectively, $P<0.001$). Coping styles had partial, complete and even mediating effects on the relationship between WFC and burn-out among Chinese doctors. WFC was correlated with burn-out, and coping style was a mediator in this relationship among Chinese doctors. Coping style was a positive resource against burn- out.

Khadijeh Yarifard'', Akbar Abravesh, Mobin Sokhanvar'', Mohammad Mehrtak'' and Yalda Mousazadeh (2023) examined the nurses' perceptions of WFC and burnout while working in referral hospitals treating patients with Covid-19. A cross-sectional study was conducted among 256 nurses in northwest Iran. They used scales such as the, work -family conflict scale (WFCS), Maslach burnout inventory (MBI). Results showed that the overall score of conflict was 55.3 (12.7). The time dimension received the highest score 11.4 (2.9). In terms of intensity 27.6 (8.7) and frequency 27.6(8.8), nurses had the most burnout in the lack of personal accomplishment dimension. All aspects of WFC, emotional exhaustion, and depersonalization characteristics of burnout had statistically significant positive correlations ($p<0.01$). The ward, hospital and employment status variables were associated with WFC ($p<0.05$). The association between taking the crisis management course and the severity of depersonalization, and the frequency of lack of personal accomplishment was confirmed ($p<0.01$). Additionally, the frequency and severity of emotional exhaustion were associated with employment status and work experiences ($p<0.05$). The findings showed that nurses had WFC and burnout rates that were above average. Regarding the negative effects of these two phenomena on health, and also nurse's clinical practices, rearranging work conditions and providing better organizational support seem necessary.

Yue Li'', Xingcan Ni'', Wei Zhang, Jianping Wang, Chengfu Yu and Hongyu Zou¹(2024) explored the different impact of work-family conflict and family-work conflict on job burnout among primary and secondary school teachers. The sample size consists of 2,184. The used scales such as work-family conflict (WFCS), Family- work conflict (FWCS), Job burnout scale (JBS). The results indicated that both forms of work-family conflict were significantly positively related to the job burnout, and this relationship. was influenced by the mediating role of depression. Furthermore, cognitive reappraisal moderated the relationship between depression and job burnout. This study revealed the potential pathways influencing job burnout among primary and secondary school teachers in the Chinese cultural context. Focusing on and alleviating work-family conflicts for primary and secondary school teachers is crucial for mitigating their occupational burnout.

METHODS

Objective, hypotheses, research design, sampling method, sample size, instruments used statistical analysis in the present research study were discussed here:

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Objective

The objective of the present study were:

- To identify the relationship between work-family conflict and employee burnout.

Hypotheses

The following hypothesis were formulated based on the objectives of the study :

- There will be a significant relationship between work- family conflict and burnout.
- There will be a significant relationship between the dimension of work family conflict and burnout.

Research Design

This study employed a normative survey method was used, yielding a sample size of 75 samples from “E.I.D. Parry (india) Limited Nellikuppam,” employees. The demographic factors such as age, gender, family type, marital status, monthly income are considered.

Instruments used

The following instruments were used for data collection.

- **Work and family conflict scale (WAFCS).** The scale was developed by, Hasalam et.al (2015) This scale is a 7 point scale (Very strongly disagree -1 Strongly disagree- 2, Disagree - 3, Neither agree nor disagree - 4, Agree - 5, Strongly agree -6, Very strongly agree - 7). This scale is used to relevant age for above 18 years to older. This scale measures two types of conflicts. Work to family conflict subscale, Family to work conflict subscale. The two subscales comprised 10 items .and each of the subscales included five items, The WIF subscale measured the extent to which work demands interfere with family-related responsibilities, whereas the FIW subscale measured the extent to which family demands interfere with work-related responsibilities. This scale score with a possible range from 5 - 35.A Higher scores indicate higher level of conflict. The reliability of the WAFCS has been shown to be high, with Cronbach’s alpha coefficients typically above 0.80 for both subscales, indicating strong internal consistency.
- **The Maslach Burnout Inventory.** The scale was developed by (Maslach, Jackson, Schwab, (1996) This scale is a 6 point scale (never-0 At least a few times a year-1 At least once a month -2 Several times a month -3 Once a week -4 Several times a week -5 Every day -6) this scale is used to relevant age for 22 years. The MBI is a 22-item self-administered scale that assesses burnout by measuring feelings and attitudes toward work. It is considered the "gold standard" for evaluating burnout. The MBI is organized into three dimensions: emotional exhaustion, depersonalization, and a lack of personal accomplishment. The 9-item 01.0.03.06.08.13.14.16.20. Emotional Exhaustion (EE) scale measures feelings of being emotionally overextended and exhausted by one's work. The range of consider as a EE > Low degree, EE 18-29 Moderate degree, EE > 30 High degree. Higher scores correspond to greater experienced burnout. The 5-item 05.10.11.15.22. Depersonalization (DP) scale measures an unfeeling and impersonal response toward recipients of one's service, care, treatment, or instruction. The range of consider as a DP < 5 Low degree, DP 6 - 11 Moderate degree, DP > 12 High degree. Higher scores indicate higher degrees of experienced burnout. The 8-item 04.07.09.12.17.18.19.21. Personal Accomplishment (PA) scale measures feelings of competence and successful achievement in one's work. The range of consider as a PA <33 Low degree, PA 34-39 Moderate degree,

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PA >40 High degree, Lower scores correspond to greater experienced burnout. The Maslach Burnout Inventory (MBI) demonstrates high internal consistency reliability, with Cronbach's alpha scores ranging from .90 for Emotional Exhaustion (EE), .79 for Depersonalization (DP), and .71 for Personal Accomplishment.

Procedure for adopting data collections

The data was collected from organizational employees from E.I.T. Parry Sugar company (India) Limited Nellikuppam, Cuddalore. All the participants who meet to provide with information about the procedure and the need for the study was explained in the language they understand the best. Consent was taken after a brief explanation about the study of the participants. It was assured that all the information collected from the participants would be kept confidential and used solely for research purposes. The demographic details and responses were collected from the participants.

Statistical tool used

The statistical techniques were selected based on the objectives and hypothesis framed for the study.

The important statistical technique used for the following are listed below:

- Correlation, t-test, One way ANOVA

Statistical Analysis

shows the scores of correlation between work family conflict (work and family conflict, family and work conflict) and Burnout (emotional exhaustion, depersonalisation, personal accomplishment).

Work-family conflict	Burnout		
	Emotional exhaustion	Depersonalisation	Personal accomplishment
Work and family conflict	.363**	.064	-.125
Family and work conflict	-.156	-.024	-.138

***. Correlation is significant at the 0.01 level (2-tailed).*

H0: There is a relationship between work - family conflict (work and family conflict, family and work conflict) and Burnout (emotional exhaustion, depersonalisation, personal accomplishment among employees).

Table showed the correlation between Work and family conflict, Under emotional exhaustion the obtained result shows that the value .363** There is a positively correlated and highly significant. Under depersonalisation the obtained result show that the value .064 is positively correlated but not statistically significant. Under personal accomplishment obtained result show that the value -.125 their is negatively correlated at the level of 0.05 and not statistically significant.

To measure the family and Work conflict negatively correlated with dimension of burnout the emotional exhaustion -.156 depersonalisation -.024 and personal accomplishment -.138 and not statistically significant.

CONCLUSION

The study aims to summarize the relationship between the work - family conflict and Burnout among employees. The research design used for quantitative research design. In this study adopts random sampling technique. The sample has been collected for this study was 75 samples. The samples were collected at the E.I.D Parry (India) Limited sugar company, located at Nellikuppam. Work and family conflict scale (Hasalam et.al 2015) and The Maslach burnout inventory (Maslach, Jackson, Schwab 1996). questionnaires are used to collected responses for the participants. The participant scored the work-to-family conflict positive and significant relationship between emotional exhaustion. and slightly reduces depersonalisation. negatively correlated personal accomplishment. which showed that family and Work conflict has negatively correlated on all burnout components.

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Acknowledgment

The author(s) appreciates all those who participated in the study and helped to facilitate the research process.

Conflict of Interest

The author(s) declared no conflict of interest.

How to cite this article: Ranjani, R. & Neelakandan, R. (2025). Work - Family Conflict and Burnout Among Employees. *International Journal of Indian Psychology*, 13(1), 3074-3084. DIP:18.01.294.20251301, DOI:10.25215/1301.294