

The Relationship Between Work-Family Conflict, Job Satisfaction, and Job Burnout among Young Adult Employees

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ABSTRACT

This study investigates the relationship between work-family conflict (WFC), job satisfaction (JS), and job burnout (JB) among young adult employees in Selangor. Using a quantitative and cross-sectional design, data were collected from 159 employees aged 18-34 years through convenience sampling. Standardised instruments were employed, including the Work-Family Conflict Questionnaire (WFCQ), the Minnesota Satisfaction Questionnaire (MSQ), and the Oldenburg Burnout Inventory (OLBI). Descriptive analysis revealed that respondents experienced moderate to high levels of WFC, high levels of JS, and moderate levels of JB. Pearson's correlation analysis found a significant negative relationship between WFC and JS ($r = -0.37$), and a significant positive relationship between WFC and JB ($r = 0.58$). These findings align with existing literature, supporting that increased work-family conflict can lower job satisfaction and increase burnout among employees. The study contributes to organisational psychology by highlighting the importance of addressing work-family conflict challenges faced by young adult employees in Selangor, Malaysia, to enhance employee well-being and work outcomes.

Introduction

Work-family conflict (WFC) arises when employees find it difficult to balance the competing needs or responsibilities of their work and family responsibilities. (Greenhaus & Beutell, 1985) describe WFC as a form of inter-role conflict where the demands of work and family roles clash with one another. In essence, commitment to one role (work or family) makes it harder for one to fulfil the responsibilities of the other. Research shows that working extended hours reduces time for family obligations (time-related conflict) and increases weariness (strain-related conflict), exacerbating stress and emotional exhaustion (Baek et al., 2023).

WFC is particularly evident in individuals who hold significant roles at home, such as spouses, parents, or even young adults who support their parents or other family members while maintaining another role at work. Responsibilities such as caring for sick parents or siblings can interfere with work demands, whereas long working hours can reduce the time and energy available for family obligations. Research suggests that conflicting demands across work and family domains can create role strain when individuals lack sufficient time, energy, and resources to meet expectations in both roles (Shockley et al., 2017). Previous research has also shown that higher levels of WFC are associated with lower job satisfaction and greater job burnout among employees (Amstad et al., 2011).

Numerous studies found that WFC is a significant factor influencing Job satisfaction (Rahimi et al., 2020; Siswanto et al., 2022; Su & Jiang, 2023). Job satisfaction (JS) refers to a pleasurable or positive emotional state that arises from evaluating one's job experiences

([Spector, 1985](#)). A high level of Job satisfaction is associated with improved performance and reduced turnover ([Gün et al., 2021](#)). In contrast, employees who experience lower job satisfaction are more likely to demonstrate higher burnout, job stress, and intentions to leave their organisations ([Yoon & Kim, 2022](#)).

Work-family conflict (WFC) can reduce job satisfaction by depleting employees' personal resources, such as time, energy, and attention, making it more difficult to meet the demands of both work and family roles. Competing role demands can lead to resource loss and psychological strain, thereby diminishing positive work-related attitudes ([Hobfoll et al., 2018](#)). Meta-analytic evidence indicates that higher levels of WFC are associated with lower job satisfaction among employees ([Amstad et al., 2011](#); [Rahman et al., 2018](#)). These findings suggest that employees experiencing greater conflict between work and family responsibilities are less likely to evaluate their jobs positively.

The negative consequences of WFC extend beyond employees' attitudes toward their jobs. In addition to reducing job satisfaction, persistent work-family conflict can deplete employees' physical and psychological resources, increasing their risk of experiencing job burnout, a psychological syndrome characterised by exhaustion and disengagement resulting from prolonged exposure to work-related stressors ([Maslach & Jackson, 1981](#)). Previous research found that employees who experience higher levels of WFC are more likely to report burnout and emotional exhaustion ([Amstad et al., 2011](#)). Similarly, research has shown that difficulties in balancing work and family responsibilities contribute to fatigue, stress, and reduced well-being, which are key indicators of burnout ([Bi Ying & Nasuredin, 2023](#)).

Although the negative effects of work-family conflict on job satisfaction and burnout have been well established ([Amstad et al., 2011](#); [Bi Ying & Nasuredin, 2023](#); [Rahman et al., 2018](#)), these effects may vary across employee groups. Young adult employees may be particularly vulnerable to work-family conflict because they often experience multiple role transitions and increasing responsibilities in both work and family domains during this stage of life ([Ammons & Kelly, 2008](#)). Young adulthood is a transitional life stage characterised by increasing responsibilities in both work and family domains. As individuals establish their careers, they may also assume greater family obligations, resulting in competing demands between work and family roles. During this transition, the simultaneous demands of work and family responsibilities can increase the likelihood of experiencing work-family conflict ([Ammons & Kelly, 2008](#)). Prolonged exposure to these competing demands may contribute to psychological strain, reducing employees' well-being and increasing their vulnerability to burnout ([Gabriel & Aguinis, 2022](#)).

Despite extensive research on work-family conflict (WFC), the experiences of young adults, particularly in non-Western contexts like Malaysia, remain underexplored. ([Obrenovic et al., 2020](#)) noted that the majority of research on WFC has primarily been conducted in Western countries. For instance, in Malaysia's collectivist culture, young employees may face unique challenges in balancing family obligations with work demands. In individualistic cultures, people tend to separate work and family roles, while in collectivistic cultures, these roles are more integrated ([Hassan et al., 2010](#)). Cultural differences also influence how time is divided and priorities are set between work and family, with individualist cultures focusing more on personal and work goals, and collectivist cultures emphasizing family duties. For example, they are frequently expected to support their families financially, care for aging parents, or assist younger siblings, which can add pressure to their work lives. In individualistic societies, caring for one's parents is often seen as a burden, with a preference for relying on formal care services. On the other hand, in collectivist societies, caregiving is deeply rooted in cultural beliefs about family duties and obligations ([Pyke & Bengtson, 1996](#)). Unlike in individualistic cultures, where personal and professional boundaries are clearer, family responsibilities in Malaysia can overlap with work, making it harder to maintain a healthy work-life balance. This often leads to increased stress, may lower JS, and a higher risk of burnout among young employees, especially among those in their first jobs.

In this research, younger adult employees are the target population, referred to as individuals aged 18 to 34 years who are currently employed or working in Selangor, Malaysia, a state with a population of 7.4 million and the highest Labor Force Participation Rate (76.3%) in the country ([Bernama, 2024](#)). Selangor's competitive job market, rising living costs, and dynamic economy create added pressures for young adults, who often face the challenge of balancing career ambitions with family responsibilities. Young adults in this context may face the challenge of establishing their careers while simultaneously fulfilling family responsibilities, creating conditions that increase the likelihood of experiencing work-family conflict. Given that WFC has been associated with lower job satisfaction and higher burnout, examining these relationships among young adult employees in Selangor may provide valuable insights into employee well-being within the Malaysian workforce.

This study draws upon Boundary Theory, Self-Determination Theory (SDT), and Maslach's Burnout Theory to explain the relationships between work-family conflict (WFC), job satisfaction (JS), and job burnout (JB). Boundary Theory, a cognitive sociological approach, explains how individuals manage and negotiate the boundaries between their work and family roles ([Clark, 2000](#); [Zerubavel, 1996](#)). The theory suggests that individuals continuously transition between work and family domains, and difficulties in maintaining clear boundaries may result in work-family conflict. Two key concepts within Boundary Theory are boundary flexibility and boundary permeability. Boundary flexibility refers to the extent to which individuals can adjust their work and family responsibilities to accommodate competing demands, whereas boundary permeability refers to the degree to which one domain intrudes into the other ([Ashforth et al., 2000](#); [Desrochers et al., 2005](#)). When work and family boundaries become highly permeable, demands from one domain may interfere with responsibilities in the other, increasing the likelihood of work-family conflict. Conversely, greater boundary flexibility may enable employees to manage competing role demands more effectively, thereby reducing work-family conflict and promoting well-being ([Hyland & Prottas, 2017](#); [Qiu & Fan, 2015](#)).

The relationship between WFC and job satisfaction can be understood through the integration of Boundary Theory and Self-Determination Theory (SDT). According to SDT, employees are more likely to experience positive work outcomes when their psychological needs for autonomy, competence, and relatedness are fulfilled ([Ryan & Deci, 2000](#)). However, when work and family demands conflict, employees may experience reduced control over their schedules and responsibilities, undermining their sense of autonomy. Difficulties in meeting expectations across both domains may also diminish feelings of competence, while limited time for family and social interactions may weaken their sense of relatedness ([Sztányi-Szekér et al., 2024](#)). As a result, employees may experience lower job satisfaction. This argument is supported by previous studies that consistently reported a negative relationship between WFC and job satisfaction ([Rahimi et al., 2020](#); [Siswanto et al., 2022](#); [Su & Jiang, 2023](#)). Therefore, the following hypothesis is proposed:

H1: Work-family conflict is negatively associated with job satisfaction among young adult employees in Selangor, Malaysia.

The relationship between WFC and job burnout can be explained through the integration of Boundary Theory and Maslach's Burnout Theory. When employees experience difficulties in managing work and family boundaries, they may be exposed to persistent stress as they attempt to fulfill competing responsibilities across both domains. According to Maslach's Burnout Theory, prolonged exposure to such stress can contribute to burnout, characterized by emotional exhaustion and disengagement from work ([Maslach & Leiter, 2016](#)). Employees experiencing high levels of WFC may therefore become emotionally drained and less engaged due to the continuous pressure of balancing work and family demands. Consistent with this perspective, previous research has shown that

employees who experience higher levels of WFC are more likely to report burnout and emotional exhaustion (Amstad et al., 2011; Bi Ying & Nasuredin, 2023). Therefore, the following hypothesis is proposed:

H2: Work-family conflict is positively associated with job burnout among young adult employees in Selangor, Malaysia.

Method

Participants

The participants in this research were young adult employees in Selangor, aged between 18 and 34 years old, selected using convenience sampling, a non-probability technique where individuals are chosen based on accessibility and willingness to participate (Etikan et al., 2016). The convenience sampling was considered appropriate because a comprehensive sampling frame of young adult employees in Selangor was not available, making probability sampling difficult to implement. However, as a non-probability sampling method, convenience sampling may limit the generalizability of the findings and increase the risk of selection bias (Etikan et al., 2016). The required sample size was determined using G*Power software with a power of 0.95, an alpha value of 0.05, and a medium effect size of 0.30, which resulted in a minimum of 138 participants (Brydges, 2019; Gignac & Szodorai, 2016; Kwak, 2023). To account for an expected 10% data loss, the sample size was increased to 154 using a standard adjustment formula (Hickey et al., 2018). This research collected demographic data on participants' age, daily working hours, shift work status, work location (district in Selangor), and living arrangements (who they live with). Table 1 summarises the respondents' demographic information.

Table 1
Summary of the respondents' demographic data

Demographic	Frequency (<i>F</i>)	Percentage (%)
Age		
18-21 years old	23	14.5
22-25 years old	71	44.7
26-29 years old	40	25.2
30-34 years old	25	15.7
Working hours per day		
less than 8 hours	22	13.8
8 hours/ 8 jam	86	54.1
more than 8 hours	51	32.1
Shift work		
Day shift	93	58.5
Afternoon shift	19	11.9
Night shift	21	13.2
Rotation between Day and Afternoon shift	2	1.3
Depends	19	11.9
No shift	5	3.1
Working places (district in Selangor)		
Sabak Bernam	5	3.1
Hulu Selangor	6	3.8
Kuala Selangor	8	5.0
Gombak	19	11.9
Klang	25	15.7
Petaling	60	37.7
Hulu Langat	15	9.4
Kuala Langat	6	3.8
Sepang	15	9.4

Table 1*(Continue)*

Demographic	Frequency (<i>F</i>)	Percentage (%)
Who do you live with?		
Alone	19	11.9
Spouse	21	13.2
Parents	38	23.9
Sibling(s)	6	3.8
Grandparent(s)	1	0.6
Roommates	2	1.3
Friends	2	1.3
Spouse, parents	5	3.1
Spouse, parents, siblings	2	1.3
Spouse, parents, siblings, child	1	0.6
Spouse, grandparents	1	0.6
Spouse, siblings	2	1.3
Spouse, child	10	6.3
Spouse, in-laws, child	1	0.6
Spouse, siblings, child	1	0.6
Spouse, grandparents, child	1	0.6
Parents, siblings	41	25.8
Parents, siblings, grandparents	4	2.5
Parents, siblings, child	1	0.6

Instruments

There are four sections of questions in the quantitative survey to determine the goals of the study. Section A is the participant demographic information. Section B includes the Work-Family Conflict Questionnaire (WFCQ), followed by the Minnesota Satisfaction Questionnaire (MSQ-BM) in Section C, and the Oldenburg Burnout Inventory (OLBI-M) in Section D.

Work-Family Conflict. The Work-Family Conflict Questionnaire was used to assess the level of conflict between work and family roles, consisting of 22 items that cover both work-to-family conflict (WIF) and family-to-work conflict (FIW) (Kelloway et al., 1999). Respondents answered using a 5-point Likert scale ranging from 1 = Strongly disagree to 5 = Strongly agree, with higher scores indicating a higher level of conflict. Example items include “I have to change plans with my family because of my work responsibilities” (WIF) and “Family responsibilities interfere with my work time” (FIW). Kelloway et al., (1999) reported that the scale has demonstrated good construct validity, with evidence of convergent validity through its associations with job stress, burnout, and negative affect, as well as predictive validity for outcomes such as job satisfaction and turnover intentions. The scale also exhibits strong reliability, with Cronbach’s alpha coefficients generally ranging from 0.75 to above 0.90 across the overall scale and its subscales.

Job satisfaction. The Minnesota Satisfaction Questionnaire (short form) was used to measure participants’ job satisfaction across 20 items related to different aspects of work such as pay, supervision, working conditions, and relationships (Weiss et al., 1967). It uses a 5-point Likert scale ranging from 1 = Very dissatisfied to 5 = Very satisfied, where higher scores reflect greater job satisfaction. Example items include “My pay and the amount of work I do.” and “The opportunities for advancement on this job”. Previous research has supported the validity of the MSQ through its expected relationships with organizational and psychological constructs, such as role conflict, turnover intentions, life satisfaction, and job involvement (Hart, 1999). The scale has also demonstrated good to excellent reliability, with

Cronbach's alpha coefficients for the short form typically ranging from 0.85 to 0.91 across different samples (Hart, 1999).

Burnout. The Malay version of the Oldenburg Burnout Inventory (OLBI-M) was used to evaluate job burnout and includes 9 items divided into two dimensions: exhaustion and disengagement (Mahadi et al., 2018). Responses were recorded on a 4-point Likert scale ranging from 1 = Strongly agree to 4 = Strongly disagree, with higher scores indicating higher levels of burnout. Example items include "After work, I have enough energy for my leisure activities" (exhaustion) and "I am always looking for new and interesting aspects of my job" (disengagement). The OLBI-M has demonstrated satisfactory validity, with a face validity index exceeding 0.70 and confirmatory factor analysis supporting its two-factor structure through acceptable model fit indices. The scale has also shown adequate reliability, with composite reliability values ranging from 0.71 to 0.73 and Cronbach's alpha coefficients ranging from 0.70 to 0.74 (Mahadi et al., 2018).

Procedures

Data was collected via an online Google Form distributed through social media platforms such as WhatsApp, Telegram, and Facebook, as well as through face-to-face recruitment. Before beginning the survey, participants are required to complete an informed consent form. At the end of the data collection period, a total of 159 valid responses were obtained, and the form was closed.

Data Analysis

The data were collected through Google Forms, downloaded, cleaned, and converted into a suitable format before being analyzed using SPSS version 29. The analysis included both descriptive and inferential statistics. Descriptive analysis was used to summarize participants' demographic information, such as age, working hours, shift work, work location, and living arrangements, as well as the mean and standard deviation scores for work-family conflict (WFC), job satisfaction (JS), and job burnout (JB). Inferential analysis was conducted using Pearson correlation to examine the relationships between variables. For the first objective, the correlation between WFC and JS was tested to determine if higher WFC is associated with lower job satisfaction. For the second objective, the correlation between WFC and JB was analyzed to see if greater WFC is linked to higher levels of job burnout.

Results

Descriptive Analysis

In this part, the descriptive analysis includes the respondents' demographic information and the levels of work-family conflict (WFC), job satisfaction (JS), and job burnout (JB). The main demographic details highlighted were respondents' age, working hours per day, shift work, working places (district in Selangor), and living arrangements ('Who do you live with?'). These factors will be explained further in the next sections.

Based on the data collected in Table 1, the highest number of respondents were aged 22 to 25 years old (44.7%), while the smallest group were aged 18 to 21 (14.5%). In terms of working hours, the majority worked exactly 8 hours per day (54.1%), and the fewest worked less than 8 hours (13.8%). For shift work, most respondents worked day shifts (58.5%), while the smallest group worked rotating shifts (1.3%). In terms of workplace location, the highest number of respondents were from Petaling (37.7%), and the smallest number were from

Sabak Bernam. Regarding living arrangements, most respondents lived with their parents and siblings (25.8%), while the least lived with friends (1.3%).

Table 2

The Levels of Variables in the Current Study

Variables	Minimum	Maximum	<i>M</i>	<i>SD</i>
Work-family conflict	22.00	106.00	73.25	17.76
Job satisfaction	36.00	100.00	68.53	14.58
Job burnout	9.00	33.00	22.96	4.11

Based on Table 2, the mean score for work-family conflict (WFC) was 73.25 ($SD = 17.76$), indicating a moderate to high level of conflict, as the score is closer to the upper end of the scale (range = 22 to 106). For job satisfaction (JS), the mean score was 68.53 ($SD = 14.58$), which reflects a high level of satisfaction since it falls within the high satisfaction range of 60 to 100 (Nailissaadah & Suharmono, 2022), with scores ranging from 36 to 100. Meanwhile, the mean score for job burnout (JB) was 22.96 ($SD = 4.11$), suggesting a moderate to high level of burnout, as it lies in the middle of the scale range of 9 to 33.

Inferential Analysis

For this part, the inferential analyses involved in this study were a normality test and a correlation analysis between WFC, JS, and JB among young adult employees in Selangor.

Table 3

The Skewness and Kurtosis Values of Variables in the Current Study

	Work-family conflict	Job satisfaction	Job burnout
Skewness	-0.73	-0.41	-0.59
Kurtosis	0.55	-0.58	0.91

The normality was interpreted based on the values of skewness and kurtosis. From the Table 3, the skewness values for work-family conflict (-0.73), job satisfaction (-0.41), and job burnout (-0.59) are all within an acceptable range (-2 to +2). The same goes for the kurtosis values, where WFC is 0.55, JS is -0.58, and JB is 0.91. Thus, the data in this study is approximately normally distributed since all the values are between -2 and +2 (Hair et al., 2022).

Table 4

The Correlation between Variables in Current Study

		Job satisfaction	Job burnout
Work-family conflict	Pearson Correlation (<i>r</i>)	-0.37*	0.59*
	Sig. (2-tailed)	0.001	0.001

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

The results in Table 4 show a significant weak negative relationship between work-family conflict (WFC) and job satisfaction (JS), with $r = -0.37$ and $p = 0.001$. This means that as WFC increases, JS tends to decrease. Based on Schober et al. (2018), a correlation value between 0.10 and 0.39 indicates a weak relationship. Since the p-value is below 0.01, the result is statistically significant, leading to the acceptance of the alternative, confirming that there is a significant relationship between WFC and JS among young adult employees in Selangor.

There was also a significant moderate positive relationship between WFC and JB at the 0.01 level (two-tailed), with $r = 0.50$, $p = 0.001$. According to Schober et al. (2018),

correlation coefficients between 0.40 and 0.69 indicate a moderate relationship. Therefore, the alternative hypothesis that there is a significant relationship between WFC and JB among young adult employees in Selangor was accepted.

Discussion

The present study contributes to the literature by examining the relationships between work–family conflict (WFC) and two important employee outcomes, namely job satisfaction (JS) and burnout. In general, the findings suggest that WFC is significantly associated with employee well-being and work-related attitudes. Specifically, higher levels of WFC were associated with less favourable outcomes, indicating that difficulties in managing work and family responsibilities may negatively influence employees' attitudes toward their jobs and their psychological well-being.

Consistent with our expectation, the results revealed a significant negative relationship between work–family conflict (WFC) and job satisfaction among young adult employees in Selangor. From the perspective of Boundary Theory ([Clark, 2000](#); [Zerubavel, 1996](#)), this finding suggests that highly permeable boundaries between work and family domains may increase role interference, making it more difficult for employees to effectively manage competing demands. In turn, the resulting strain may reduce job satisfaction. This explanation is further supported by Self-Determination Theory ([Ryan & Deci, 2000](#)), which suggests that work–family conflict may frustrate employees' psychological needs for autonomy, competence, and relatedness, thereby diminishing positive work attitudes.

These findings align with a previous study showing that a higher level of WFC was associated with reduced job satisfaction ([Asbari et al., 2023](#); [Siswanto et al., 2022](#); [Wang et al., 2023](#)). One possible explanation for these findings is that the majority of respondents lived with others, such as parents, siblings, spouses, children, grandparents, friends, roommates, or a combination of these (with 88% living with others), while only a small percentage lived alone (11.9%). This is significant because living with family members, children, or other individuals may contribute to work–family conflict. People at home may expect the respondents to return after work and fulfil specific roles and responsibilities, in addition to their job demands. For example, they may need to care for disabled parents, grandparents, younger siblings, children, or manage overall household tasks. Thus, this ongoing conflict can make it harder to balance personal and professional demands among young adult employees, which may lead to lower job satisfaction due to increased stress and a sense of being overwhelmed ([Wen et al., 2024](#)).

We also found that WFC was positively associated with Job Burnout (JB) among young adult employees in Selangor, indicating that greater interference between work and family roles is linked to higher levels of emotional exhaustion and disengagement. The result is consistent with Maslach's theory of burnout, which proposes that blurred or difficult-to-manage boundaries between work and family domains may expose individuals to ongoing role pressure and sustained psychological strain. When employees are repeatedly required to navigate competing demands across these domains, the resulting chronic stress may gradually deplete their emotional and psychological resources. Maslach and Leiter ([2016](#)) further explain that prolonged exposure to such conditions can lead to burnout, particularly in the form of emotional exhaustion and reduced work involvement.

These results are consistent with previous studies reporting a positive relationship between work–family conflict (WFC) and job burnout across various occupational groups, including younger nurses ([Bi Ying & Nasuredin, 2023](#)), school teachers in China ([Li et al., 2024](#)), frontline service employees in Taiwan ([Huang, 2023](#)), and construction workers in China and Srilanka ([Cao et al., 2020](#); [Dodanwala & Shrestha, 2021](#)). Across these studies,

high levels of WFC have been associated with burnout due to factors such as irregular working hours, heavy workloads, and the ongoing pressure of managing dual work and family responsibilities.

One possible explanation for the present findings lies in the broader socio-economic and occupational context of Selangor. As Malaysia's most developed and industrialized state, Selangor represents the country's main economic hub, with the highest concentration of employment opportunities and labor force participation. However, this rapid economic activity is accompanied by increased work demands, heightened job competition, and rising living costs, particularly in relation to housing affordability and urban expenditure pressures. These conditions may collectively intensify the need for young employees to simultaneously manage work and family responsibilities, thereby increasing vulnerability to work-family conflict.

In addition, the Klang Valley region, which includes major urban districts such as Petaling, Klang, and Gombak where a large proportion of respondents were employed, is well documented for severe traffic congestion and prolonged commuting times. Extended commuting has been associated with increased fatigue, reduced recovery time, and higher levels of occupational stress. From a work-family perspective, long commuting hours further reduce the time and energy available for family and personal roles, thereby exacerbating work-family conflict and limiting recovery resources. Consequently, these combined pressures may contribute to both higher burnout and lower job satisfaction among employees working in urban environments.

The findings of this study offer important insights into the challenges faced by young adult employees in Selangor, particularly the moderate to high levels of work-family conflict they experience. This conflict was found to be significantly associated with lower job satisfaction and higher job burnout, suggesting that work-family conflict plays a critical role in shaping young employees' workplace experiences. For researchers, the study contributes updated data by focusing on a group that is often underrepresented, which is young workers who are still adjusting to full-time employment and learning how to balance their work and personal lives. These findings encourage future research to explore this demographic further, especially in terms of long-term effects and how early career experiences may shape future attitudes toward work and family roles.

From an organizational perspective, the results highlight the importance of creating supportive work environments that help reduce the effects of work-family conflict. Employers can take practical steps such as offering flexible work arrangements, promoting work-life balance policies, and providing access to mental health support. Managers should be trained to recognize signs of stress and burnout among younger staff and offer guidance that supports both their professional development and emotional well-being. Addressing these issues not only benefits individual employees by improving their motivation, satisfaction, and mental health, but also contributes to organizational success by increasing productivity, reducing absenteeism, and lowering turnover. In the long term, creating a positive work experience for young adult employees supports a healthier and more sustainable workforce, while also benefiting families, communities, and the broader economy.

This study has several limitations. First, the sample was unevenly distributed across Selangor, with most respondents from urban areas like Petaling, which may have influenced the results due to higher work stress in such locations. Second, although the study met the minimum sample size requirement (159 participants), the number may still be too small to represent the wider population of young adult employees in Selangor. Lastly, the cross-sectional design only captures data at one point in time, which means the study cannot

determine cause-and-effect relationships between WFC, JS, and JB, limiting its ability to show how these factors influence each other over time.

Future studies should aim for a more balanced sample across Selangor by using stratified random sampling to ensure fair representation from both urban and rural districts. Researchers are also encouraged to recruit a larger and more diverse group of participants through various platforms, such as social media and workplace partnerships, to enhance generalizability. In addition, adopting a mixed-methods approach that combines surveys with interviews or focus groups could provide deeper insights into the real-life experiences behind WFC, JS, and JB, helping researchers better understand the challenges faced by young adult employees.

Conclusion

In conclusion, this study examined the levels of work-family conflict, job satisfaction, and job burnout among young adult employees in Selangor and identified significant relationships between these variables. The findings showed that work-family conflict is negatively related to job satisfaction and positively related to job burnout, supporting previous research and emphasizing the importance of addressing work-life challenges among young workers. Although there were limitations such as uneven sample distribution and the use of a cross-sectional design, the study provides a useful foundation for future research and practical interventions. Future studies should aim for more geographically representative samples, use broader recruitment strategies, and consider mixed-methods approaches to better understand the complex experiences of young employees. These findings contribute to ongoing discussions in organizational psychology, human resource management, and occupational health and highlight the need for workplace strategies that support young adults in balancing work and personal responsibilities.

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Declarations

Author contribution. The first author was responsible for developing the research idea, designing the study, preparing research instruments, collecting and analyzing data, validating findings, managing resources, organising documentation, coordinating timelines, handling participant communication, and writing as well as finalizing the manuscript. The second author contributed by providing conceptual input, guiding the research methodology and design, monitoring research progress, verifying the accuracy of data and analysis, reviewing the manuscript, and advising on the interpretation and reporting of research implications.

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