

Understanding The Interplay of Work-Family Conflict, Job Stress, Resilience and Burnout: A Correlational Analysis

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Abstract- Burnout is very common in people who work in any company or organizations. It is an emotional and physical exhaustion due to prolong exposure to stress. Different aspects in life can cause stress leading to burnout in Individuals. Work-family conflict and job stress are some of the factors that cause stress leading to burnout. The Individuals having skill of resilience helps people overcome burnout. Resilience means the ability of people to overcome or bounce back from stressful situation. The current study tries to understand the interplay between work-family conflicts, job stress, resilience and burnout. Snowball and convenient sampling were used and a sample of 50 participant was collected. A correlational design was used to understand the relationship between the variables. The analysis showed that Work-Family Conflict and job stress had a significant positive relation with burnout. It also revealed that resilience had a significantly negative relation with burnout, work-family conflicts and job stress. The result showed that work-family conflict and job stress causes burnout in an individual. And person which have high resilience skill have low burnout as it helps individual overcome stress caused to then. Hence resilience has a significantly negative relation with burnout work-family conflict and job stress. Hence this study suggest that companies and organizations should help their employees build resilience skill which can help them overcome burnout. Organizations should also educated employees on balancing their work and family life. Organizations and companies should also try and make changes that lowers individuals job stress.

Key words: work-family conflict, job stress, resilience, burnout.

1. INTRODUCTION

Overview

Burnout at the workplace is characterized by emotional and physical exhaustion due to prolonged stress. It leads to reduced motivation, detachment from

colleagues or clients, and diminished professional satisfaction. Common causes include lack of control over one's job, unclear responsibilities, workplace isolation, and poor work-life boundaries.

Resilience, the ability to bounce back from adversity, plays a crucial role in combating burnout. People with higher resilience levels tend to manage stress more effectively. Practices such as maintaining a work-life balance, journaling, adopting a positive outlook, and taking breaks can enhance resilience.

This study explores how work-family conflict and job stress relate to burnout and examines whether resilience acts as a protective factor. It seeks to understand whether individuals with higher resilience experience lower levels of burnout despite workplace stressors.

Concepts Used in the Study

Work-Family Conflict is a form of inter-role conflict where work and family demands are mutually incompatible (Greenhaus & Beutell, 1985). Based on Resource Drain Theory (Staines, 1980), individuals have limited resources, and heavy investment in one domain (work or family) can impair performance in the other.

Job Stress refers to ongoing stress related to the workplace environment and demands (Cavanaugh et al., 2000). It can be triggered by workload, deadlines, or interpersonal dynamics.

Resilience is the capacity to recover from hardship, trauma, or stress (American Psychological Association, 2014). High resilience reduces vulnerability to burnout and improves coping mechanisms.

Burnout is a psychological syndrome involving emotional exhaustion, depersonalization, and reduced

personal accomplishment (Maslach & Jackson, 1981).

Theoretical Perspectives and Models

Spillover Theory suggests that experiences in one life domain affect another. For instance, stress at work can carry over to family life and vice versa. Positive spillover can enhance well-being, while negative spillover contributes to burnout (Khalid, 2023).

Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2006) explains that burnout results from high job demands combined with inadequate resources.

Organizational support, feedback, and autonomy can buffer the effects of job stress.

Werner's Resilience Theory (1982) states that resilience is shaped by both internal challenges and external adversities. Personal traits and life events interact to build resilience.

Richardson's Model (2002) introduces the concept of "resilient reintegration," where individuals grow stronger after adversity.

Bandura's Self-Efficacy Theory explains that confidence in one's abilities affects motivation and persistence. Low self-efficacy can contribute to burnout when individuals feel incapable of managing tasks effectively.

Statement of the Problem

This study aims to explore how work-family conflict and job stress influence burnout, and whether resilience mitigates these effects among working professionals.

Purpose and Significance of the Study

Burnout affects productivity, satisfaction, and mental health. This research helps organizations understand the role of resilience in reducing burnout and provides insight into how work-family dynamics and job stress impact employee well-being.

Aim and Objectives of the Study

Aim: To examine the interplay between work-family conflict, job stress, resilience, and burnout.

Objectives:

- To study the relationship between work-family conflict and burnout.
- To study the relationship between job stress and burnout.
- To study the relationship between resilience and burnout.

II. LITERATURE REVIEW

A. Work-Family Conflict and Burnout

Work-family conflict (WFC) is frequently linked to burnout across various professions. Han and Kwak (2024) found that WFC increases sleep disturbances, which in turn elevate burnout levels in nurses. Okoro et al. (2023) demonstrated that CBT reduced both WFC and burnout in construction workers, suggesting the need for mental health support in demanding jobs.

Kocalevent et al. (2020) noted that German physicians with high WFC and gratification crises experienced greater emotional exhaustion and depersonalization. Similarly, Jaegers et al. (2021) found that WFC and depressive symptoms contributed to burnout among correctional officers, particularly early in their careers. Ozduran et al. (2023) also confirmed that burnout mediates the impact of WFC on presenteeism and well-being among hotel employees. Overall, the evidence consistently shows that unresolved WFC is a strong predictor of burnout.

B. Job Stress and Burnout

Job stress is another key factor contributing to burnout. Li et al. (2021) reported a strong positive correlation between occupational stress and burnout in Chinese surgical nurses, affecting job satisfaction and quality of life. Redondo-Flórez et al. (2020) found that female university faculty in Spain reported higher emotional exhaustion and stress-related symptoms, underlining gender as a variable in burnout research.

Khalid et al. (2020) highlighted that over-commitment and low rewards contributed to burnout in Pakistani bank employees, though psychological capital acted as a buffer. Carroll et al. (2022) found that Australian teachers, especially those early in their careers, faced extreme stress due to workload and lack of support. Wen et al. (2020) concluded that burnout fully mediated the link between role stress and turnover in hotel staff, though a supportive environment could reduce its impact.

C. Resilience and Burnout

Resilience generally reduces burnout, though results are sometimes mixed. Abram and Jacobowitz (2020) found that psychiatric nurses with higher resilience reported lower burnout. Nantsupawat et al. (2024)

confirmed that resilience reduced emotional exhaustion and depersonalization among Thai nurses during the pandemic.

Romano et al. (2021) found similar effects among students, where relationship satisfaction further strengthened resilience. Nituica et al. (2021) showed that U.S. medical residents with higher resilience reported better personal achievement and lower burnout levels. However, Katsiana et al. (2021) found no significant protective effect of resilience among occupational therapists, suggesting its impact may vary by profession or context.

D. Work-Family Conflict and Job Stress

WFC has been shown to elevate job stress levels. Widayati et al. (2021) found that both factors significantly reduced employee performance. Jerg-Bretzke et al. (2020) reported that WFC, coupled with over-commitment and insecurity, raised stress and emotional exhaustion among university staff.

Amalia and Zakiy (2021) observed that while turnover intention didn't always lead to negative behaviors, WFC and job stress impacted performance outcomes in banking staff. Similarly, Amran and Nisa (2021) found that even though performance remained high during COVID-19, WFC and stress were elevated, possibly managed through short-term coping mechanisms.

E. Work-Family Conflict and Resilience

Liu and Hong (2023) examined female healthcare workers and found that resilience moderated the negative psychological effects of WFC, especially during the pandemic. Huang et al. (2024) also found that while resilience didn't eliminate the effects of WFC, it reduced emotional symptoms like anxiety and depression. These studies suggest that resilience can help mitigate the emotional toll of work-family imbalances.

F. Job Stress and Resilience

McCormac et al. (2018) studied over 1,000 adults and found that individuals with high resilience had better attitudes and behaviors toward stress management. Even when job stress was high, resilient individuals were more adaptable and less likely to experience burnout, underscoring resilience as a critical protective

factor.

III.METHODOLOGY

Research questions

1. Is there a relation between work-family conflict and burnout?
2. Is there a relation between job stress and burnout?
3. Is there a relation between resilience and burnout?
4. Is there a relation between work-family conflict and job stress?
5. Is there a relation between work-family conflict and resilience?
6. Is there a relation between job stress and resilience?

Hypothesis

1. There is a significant positive relationship between work-family conflict and burnout.
2. There is a significant positive relationship between job stress and burnout.
3. There is a significant negative relationship between resilience and burnout.
4. There is a significant positive relationship between work-family conflict and job stress.
5. There is a significant negative relationship between work-family conflict and resilience.
6. There is a significant negative relationship between job stress and resilience.

Variables

1. Work-family conflict
2. Job stress
3. Resilience
4. Burnout

Operational Definition

1. Work-family conflict as measured by Work And Family Conflict Scale developed by Haslam et al in the year 2015
2. Job stress as measured by The Workplace Stress Scale developed by The Merlin Company et al.
3. Resilience as measured by Brief Resilience Scale developed by Smith et al in the year 2008.
4. Burnout as measured by Maslach Burnout Inventory developed by Maslach et al in the year 1918

Participants

1. Sample size- N= 50
2. Inclusion criteria- Your age group is between 23-45 You are working in corporate or any company/organization

3. Exclusion criteria- individuals who are not working currently.

Design

A correlational design was used to examine the relationship between work-family conflict, job stress, resilience, and burnout. Data was collected using snowball and convenience sampling methods. In snowball sampling, existing participants referred others, while convenience sampling involved selecting readily available individuals.

Instrumentation

1. Brief Resilience Scale (BRS)
2. Work and Family Conflict Scale (WAFCS)
3. The Workplace Stress Scale
4. Maslach Burnout Inventory (MBI)

Data collection Procedure

A Google Form was created containing all four standardized scales. It began with a consent form, followed by demographic questions. The scales were presented in the following order: Work-Family Conflict, Job Stress, Resilience, and Burnout. A debriefing note was included at the end to explain the study's purpose. The form was then circulated via WhatsApp and other social media platforms for data collection.

Ethical consideration

Participants were informed about the study's purpose and procedures before data collection. Informed consent was obtained, ensuring voluntary participation. Anonymity and confidentiality were assured, with access to responses limited to the researcher and guide.

IV. RESULTS AND DISCUSSIONS

The aim of the study was to examine the relationship between work-family conflict, job stress, resilience, and burnout using Pearson's correlation. Descriptive statistics (mean, median, and standard deviation)

confirmed that the data was near normal.

Table 4.1: Number of Males and Females in the sample (N=50)

Gender	No. of sample in each gender
Female	34
Male	17

Figure 4.1: Number of Males and Females in the sample (N=50)

Table 4.2: Statistical Properties of Correlational Variable Measure Mean Median SD Sample

As shown in the Table 4.1, 34 female and 17 male participants comprised the sample (N=50). Figure 4.1, shows that of the sample comprised of 67% females and sample comprised of 33% males.

Table 4.2 showed the Mean (M), Median and Standard Deviation (SD) of the variables being studied. For work-family conflict, as measured by Work and Family Conflict Scale (WAFCS), the mean score median and standard deviation for all the participant was (M=37.9, Median=38, SD=13.06693912). For job stress, as measured by The Workplace Stress Scale, the mean score, median and standard deviation for all the participant was (M=23.64, Median= 24 SD=6.133747398). For resilience, as measured by Brief Resilience Scale (BRS), the mean score, median and standard deviation for all the participant was (M=17.06, Median=18 SD=4.132548752). Lastly for burnout, as measured by Maslach Burnout Inventory (MBI), the mean score, median and standard deviation for all the participant was (M=65, Median=63.5 SD=25.36106609).

Figure 4.2 showed the mean; median and standard deviation of the variables being studied. As illustrated in the figure 4.2, the height of the bar for burnout is higher than resilience indicating lower resilience skill in participants. The height of the bar for work-family conflict is higher than job stress indicating high work-family conflict.

Below, the findings are discussed for each variable that is, role conflict, role ambiguity, role overload and burnout.

Table 4.3: Pearson correlation coefficients for Work- family conflict, Job Stress, Resilience and Burnout.

Variables	1	2	3	4
Work- Family conflict			37.9	38
		13.06693912	50	
1. Work-family conflict	-		0.562	0.206
				0.549
4. Burnout				0.621
				0.159
				-

2. Job Stress	0.562	-	0.362	0.621
3. Resilience	0.206	0.362	-	0.159
Job Stress	23.64	24	6.133747398	
50				
Resilience	17.06	18	4.132548752	
50				
Burnout	65	63.5	25.36106609	50

Figure 4.2: Statistical Properties of Correlational Variable

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

*Correlation is significant at the 0.05 level (2-tailed).

A correlation analysis was done to examine the relationships between the variables. Table 4.3 indicates Pearson correlation coefficients for the variables being studied.

With reference to Table 4.3, the correlation coefficient between work-family conflict and burnout revealed that, there is a significant positive correlation [$r(50) = 0.549$, $p < 0.05$]. Hence the data obtained validated hypothesis 1 which indicates 'There is a significant positive relationship between work-family conflict and burnout'.

Interpretation of correlation coefficient between job stress and burnout revealed that there is a significant positive correlation [$r(50) = 0.621$, $p < 0.05$]. Hence the data obtained validated hypothesis 2 which indicates 'There is a significant positive relationship between job stress and burnout'.

Interpretation correlation coefficient between resilience and burnout revealed that is a significant positive correlation [$r(50) = 0.159$, $p < 0.05$]. Which means as resilience increases burnout increases. Hence the data obtained does not validate hypothesis 3 which indicates 'There is a significant negative relationship between resilience and burnout'.

Interpretation of correlation coefficient between work-family conflict and job stress revealed that, there is a significant positive correlation [$r(50) = 0.562$, $p < 0.05$]. Hence, the data obtained validated hypothesis 4 which indicated 'There is a significant positive relationship between work-family conflict and job stress'.

Interpretation of correlation coefficient between work-family conflict and resilience revealed that, there is a significant positive correlation [$r(50) = 0.206$, $p < 0.05$]. This means that even though resilience is high work-family conflict is also high. Hence the data

obtained does not validate hypothesis 5 which is 'There is a significant negative relationship between work-family conflict and resilience'.

Interpretation of correlation coefficient between job stress and resilience revealed that, there is a significant positive correlation [$r(50) = 0.362$, $p < 0.05$]. this means that even though resilience is high job stress is also high. Hence the data obtained does not validate hypothesis 6 which is 'There is a significant negative relationship between job stress and resilience'.

Discussion

The study explored the relationship between Work-Family Conflict, Job Stress, Resilience, and Burnout using correlational analysis. Descriptive statistics confirmed the normality of data, and Pearson's correlation revealed significant associations among the variables.

Work-Family Conflict and Burnout showed a significant positive correlation, indicating that higher conflict leads to higher burnout. This aligns with a 2024 study by Han and Kwak, which found a similar link among nurses, with sleep disturbance mediating the effect.

Job Stress and Burnout also revealed a strong positive correlation. As job stress increases, burnout levels rise. A 2021 study by Li et al. on surgical nurses confirmed this, showing that higher occupational stress is associated with lower quality of life and higher burnout.

Unexpectedly, Resilience and Burnout also showed a positive correlation, contradicting the hypothesis. This finding resembles West et al.'s (2020) study on U.S. physicians and employees, which noted that even individuals with high resilience may still experience burnout symptoms.

A positive correlation was also found between Work-Family Conflict and Job Stress, meaning greater conflict contributes to increased stress. This is supported by Widayati et al. (2021), who reported that both conflict and stress negatively affect employee performance.

Interestingly, both Work-Family Conflict and Resilience and Job Stress and Resilience showed positive correlations, rejecting the initial hypothesis of a negative relationship. These results may stem from the small sample size (N=50) or potential response biases, such as socially desirable answering patterns. In conclusion, while the study confirmed the expected links between conflict, stress, and burnout, the role of resilience appeared more complex and warrants further investigation with larger and more diverse samples.

V. SUMMARY AND CONCLUSION

Summary of the Study

The study aimed to examine the relationship between work-family conflict, job stress, resilience, and burnout. Standardized tools (WAFCS, Workplace Stress Scale, BRS, and MBI) were used on a sample of 50 participants (aged 23–45), using snowball and convenience sampling.

Data was collected via a Google Form and analyzed using descriptive statistics and Pearson's correlation. Results showed that work-family conflict and job stress had a significant positive correlation with burnout.

Unexpectedly, resilience also showed a positive correlation with burnout, possibly due to the small sample size or response bias.

In conclusion, burnout increases with higher work-family conflict and job stress. The role of resilience requires further exploration.

Limitation of the Study

- The study was conducted on people residing in Mumbai, Maharashtra a wide range of people from different state was not included in the study.
- The sample of the study was quite small as there was time limitations.
- There are other factors to that can cause burnout which is not being studied in this paper, these other factors can have an effect on the result.
- A cross- sectional study was conducted which does not show the long-term changes and effects

of the variables being studied.

Practical Implication of the Study

The study's result can be used in many areas for practical use, which can be effective in many ways:

- Helps HR departments identify key causes of employee burnout and develop targeted support policies.
- Assists organizations in understanding factors affecting employee productivity.
- Useful for comparing burnout levels among employees in different geographic regions.
- Serves as a valuable resource for students and researchers studying burnout, work-family conflict, job stress, and resilience.

Suggestion for Future research

- A regression analysis for the same research can be conducted to know the degree and direction of relationship between the variables.
- A longitudinal study for the same can be done to see the changes in the variable overtime.
- A gender difference within these variables can also be studied.
- A similar study can be conducted but on a larger sample.

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