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Research Paper

The Impact of work family conflict on Employee well-being Among Generation Z and Millennials.

MST Shrabony khatun[*1], Fatematuz Zohra[*2] and Hares Bin Syed Md Rifat*[3]

1. Bachelor Student, Department Of Psychology, University Of Delhi, India
2. Graduate Student, School Of Management, BRAC University Of Dhaka, Bangladesh
3. Pharmacy Student, University Of Science And Technology Chittagong, Bangladesh

Email: srabonykhatun24@gmail.com

Abstract

This study analyzes the relationship between conflict at work and at home (WFC) and well-being of employees (EWB) and looks at the differences between generation and gender for the corporate employees of the Delhi National Capital Region (NCR), India. The methodology provided was a cross-sectional design with a correlational approach. For paired analysis, 193 participants were identified, as 197 non-empty participants were present in the Excel workbook but a small number of participants (34) had missing or invalid total scores. The total WFC score and EWB score were recorded as WFC and EWB, respectively. The available scores were used to compute descriptive statistics, Welch independent-samples t tests, Pearson correlation, and simple linear regression. WFC was negatively associated with EWB, $r = -0.25$, $p < .001$. In the simple regression, WFC significantly predicted lower EWB, $b = -0.421$, $SE = 0.116$, $R^2 = 0.065$, $p < .001$. The difference between WFC between Millennials vs. Generation Z was statistically significant, but not the difference between EWB. There was no significant gender difference in the analyzable sample for either WFC or EWB. The findings are in line with the hypothesis that competitive work and family demands relate to poorer employee well-being but do not imply causation due to the cross-sectional nature of the design. Data quality problems such as inconsistent labels, missing demographic data, and an observed EWB total of zero that was deemed invalid are recognized. The results should be treated as an analysis of the provided data set and not be representative of a population.

Keywords: work–family conflict, employee well-being, Generation Z, Millennials, gender, corporate employees, India

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Introduction

Paid work and family/personal life are key areas where adults invest time, energy, and emotional resources. If expectations clash in these areas, it can become challenging for employees to take care of their duties both at work and at home. This imbalance is termed work–family conflict. It is important to organizations because employees' well-being is linked not only with their attitudes toward their work but also with their life's overall satisfaction and psychological functioning (Honda et al., 2025).Work–family conflict is frequently thought of as a type of interpole conflict in which the demands from the work and family roles are incompatible (Stepanek & Paul, 2022). There are two ways of conflict. Work-to-family conflict is when work demands get in the way of family or personal life, while family-to-work conflict is when family demands get in the way of work. These instructions are not the same but may include some common elements. For instance, working long hours or on inflexible working patterns can mean less time with family, or caring for others and family issues can interfere with the employee's work (Adisa et al., 2016).The well-being of employees is also multidimensional. Employee well-being is conceptualized in as "employee life well-being, employee workplace well-being, and employee psychological well-being. This one sees different types of employees assessing life satisfaction, work experience, and psychological functioning and considers them as interrelated but distinct areas of well-being. In the present study, this three-dimensional understanding is followed, where the total score of an employee's well-being in the provided data set is employed (*Employee Well-being | Business and Management | EBSCOhost*, 2025).Generational comparisons have emerged as a common practice and research tool in organizational research and practice. Although the social, economic, and technological environments in which Generation Z and the Millennials graduated into their jobs were different, it is necessary to be careful when assigning labels to generations because similarities and differences in the results may be attributed to the age, stage of career, level of family responsibilities, or historical context (Економски институт - УКИМ Скопје, 2025). In the present study, the conflict and well-being of one generation are not assumed to be greater or lesser than that of the other but rather are compared empirically using the provided sample.The distribution of work and care responsibilities may also be different across genders, thereby influencing work–family conflict experiences. This is, however, a context-specific difference and should not be assumed but tested. Thus, the study takes into account gender in its analysis, in addition to generation, and explores if there is a link between WFC and EWB. While more organizations talk about employee wellness and work–life balance, it is easy for demands and responsibilities at work to vie for time and energy. The present problem statement is whether the increase in measured constructs of work–family conflict correlates with the decrease in employee well-being among the corporate employees of Generation Z and Millennial in Delhi NCR and whether the constructs vary by generation and gender. A focused, sample-specific examination of these questions can be done using an analysis of the provided set of data.The overall purpose is to investigate how work–family conflict affects the well-being of Generation Z and Millennials. The goals provided in the provided methodology are (a) to compare the level of work–family conflict and employee well-being between Generation Z and Millennials; (b) to examine relationships between work–family conflict and employee well-being; and (c) to examine gender differences in the levels of work–family conflict and employee well-being. This study is a practical analysis of work–family conflict and employee well-being in an employee sample of a corporate organization. The outcomes provide employers an opportunity to talk about scheduling, workload, boundaries, and supportive management. The study is a simple association test for researchers and records the constraints on the quality of the data used, which should be corrected in future studies. Its contribution is purposefully limited: purposive sampling and cross-sectional self-report data are not suitable for making generalizations or broad causal statements to all employees in India.

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Literature Review

Conceptualizing work–family conflict

Work–family conflict is a type of interrole conflict that occurs when the demands of the work and family roles are incompatible, according to (Stepanek & Paul, 2022b), They talked about conflict in terms of time, strain, and behavior. Time-based conflict is when time spent on one role makes it hard to do the other, strain-based conflict is when strain to one role makes it hard to do the other, and behavior-based conflict is when behaviors appropriate for one role make it hard to do the other role.In later research, two directions of work-to-family and family-to-work have been separated. (Xue et al., 2018) created two measures of work–family conflict and family–work conflict and found it important to analyze the direction of interference. The methodology provided includes the Work–Family Conflict Scale (WAFCS), which consists of 10 items, 5 of which measure work-to-family conflict and 5 that measure family-to-work conflict. The total WFC score is provided for most of the records in the workbook provided; the directional subscale totals are not consistently completed on the sheets. The total score is therefore the main analysis and will not give directionality of effect.

Employee well-being

Employee wellness goes beyond the lack of distress. It contains evaluations of life and work and psychological functioning experiences that are subjective. (*Checking Your Browser - reCAPTCHA*, n.d.) Created a multidimensional employee well-being scale consisting of a life well-being scale, a workplace well-being scale, and a psychological well-being scale. The methodology provided for this project outlines an 18-item scale with 6 items per dimension on a Likert response format with a higher total score reflective of greater well-being.This multilayered approach is helpful because work can fill the needs of income, purpose, relationships, and opportunity for growth, as well as stress and time pressure. An employee can thus be content with their job but have problems at home or feel good about their personal development but not about their work requirements (Hati, 2022), Subscale analysis provides further insight into the construct when the item-level data are consistently coded and verified, and an overall score summarizes the construct.

Theoretical explanations for the WFC–well-being relationship

According to the conservation of resources theory, individuals strive to obtain and maintain important resources, such as time, energy, and social support, and stress may occur when these resources are threatened and become depleted (*A Brief Review of the Conservation of Resources Theory as It Applies to Military Trauma*, 2018), The concept of work–family conflict can be explained as when the requirements of one domain rob resources from the other domain. Chronic deficit can impact satisfaction and psychological health. The role–stress approach may also be used to examine the work–family interface: When demands are incompatible, the individual experiences problems in meeting expectations in both roles. Conflict can lead to frustration, tiredness, and less time for restorative activities. They are mechanisms that could serve to explain an inverse relationship between WFC and EWB. However, this is a cross-sectional data set and is not able to infer whether conflict causes poor well-being, poor well-being affects perceptions of conflict, or whether there are other factors that influence both conflict and well-being, such as workload, organizational climate, income, or family well-being (Fan & Lin, 2022).

Generation Z and Millennials

Generational categories are frequently used to compare work values, expectations, and well-being. Research reviews, however, suggest that there is mixed evidence for stable, meaningfully different generational differences and that generational differences may be confounded with age, career stage, and historical period (Cho et al., 2025). There are variations in the way sources classify generations. The methodology provided with the data classifies Millennials as those born from 1981 to 1997 and Generation Z as those born between 1997 and 2012, while the sample description classifies Gen Z as 1998–2012. For this reason, this analysis does not include labels but instead relies upon the information provided in the dataset about the generation in

which the birth year is recorded, with the birth year in each case normalized on its spelling variants. This inconsistency makes interpretation of cohorts more difficult (Westover, 2018). Differences may be plausible because those with different careers and life stages are likely to have differences in their seniority, income, family structures, and caring responsibilities. These are ideas, however, not the characteristics of a generation. Therefore, in the current analysis, the differences of the mean are tested, but without the assumption of direction.

Gender and work–family experiences

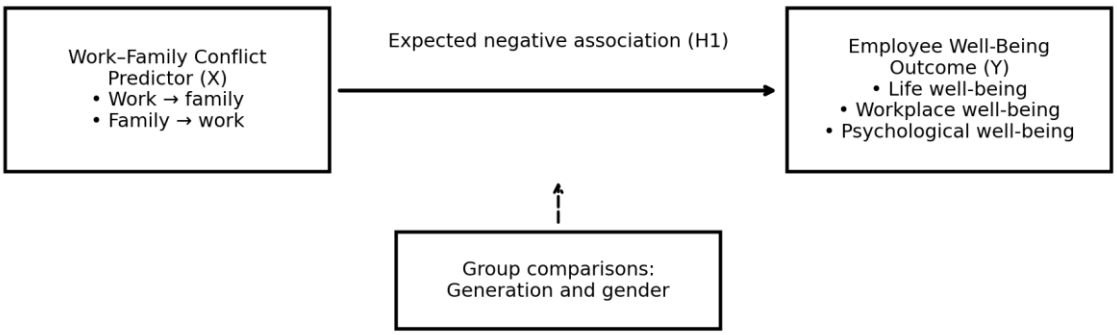
There may be links between gender and the distribution of paid work, unpaid care, and household expectations. These patterns may influence the role of overloading and the perceived costs of work–family interference. Gender, however, is not a perfect indicator of caregiving roles, family structure, or conditions of organizations. The methodology provided is used to depict gender as male and female; other (and inconsistent) data entries were not confidently categorized and were not part of the gender-comparison tests.

Research gap and hypotheses

The study tackles a specific empirical question with a sample of corporate employees in Delhi NCR and the instruments mentioned in the methodology. Its hypotheses are:

H1: Employee well-being is negatively and significantly related to work–family conflict.
H2: The nature of work–family conflict is vastly different for Generation Z and Millennials.
H3: There is a huge difference between the employee well-being of Generation Z and Millennials.
H4: The definition of work–family conflict is different for male and female participants.
H5: Differences exist between the female and male participants in terms of employee well-being.

Figure 1. The conceptual framework of the study



Note: *The framework provides a brief outline of the hypothesized negative relationship and the intended generation and gender comparisons. Dashed arrows are used to represent group comparisons, not a tested moderation effect.*

Method and Material

Refer to the methodology provided; it is a quantitative, cross-sectional, and correlational design. Collecting data at one time point and analyzing these data to describe the sample, compare independent groups, and evaluate the association between WFC and EWB. The project title includes the word "impact," but the design does not lend itself to causal inferences. Corporate employees in Delhi NCR who meet the following criteria were included in the purposive sampling: non-psychology educational background, English as the mother

tongue, at least one year of work experience, and living and working in Delhi NCR with equal number of participants from each generation. Excluded were freelancers, unemployed people, government-sector employees, and those who fall outside of the age range, as well as individuals who have psychology education backgrounds.The participant records were not exactly 200 but rather 197, with the data spread across four worksheets in an Excel workbook. There were 195 records that provided usable WFC totals and 194 records providing usable EWB totals with a zero total being considered invalid. One hundred percent paired records were used for the primary correlation/regression. As a result, the dataset is slightly different than the planned sample and does not contain all the information. The numbers of samples reported below are not representative of the recruitment target but rather of the number of samples that can be analyzed.

Measures

Demographic information. The age, gender, generation, education, occupation/designation, organization, sector, work experience, relationship status, family structure, children, and dependents were included in the workbook. Some of the demographic areas were blank or filled with ill-structured data. Work–Family Conflict Scale. The provided methodology is based on the WAFCS identified by Haslam and colleagues, consisting of 10 items measured on a seven-point Likert scale and 2 five-item dimensions: work-to-family conflict and family-to-work conflict. The item responses and a cumulative WFC score are recorded in the workbook. The total score for WFC was recorded for the main analysis, with the aim of retaining the pre-existing score in the provided data. In the records analyzed, the total score range was 13–58. The researcher should check the scoring key, reverse-scored items, and the scale citation/year before using the instrument to ensure the exact version of the instrument was given. Employee Well-Being Scale. The methodology seeks out the scale construct designed by Zheng et al. (2015) with 18 items and 7-point response options, including items for life well-being, workplace well-being, and psychological well-being. A total EWB score and dimension scores (where available) are recorded in the workbook. The total amount as recorded was the basic analysis data. The total score was not entered into the EWB analysis because the one record that had a zero total score was incompatible with an 18-item scale with a range of 1 to 7. The maximum total observed was 120, which is less than the theoretical maximum of 126, and the minimum usable total was 34. The supplied method required eligible participants to answer the demographic questions and two self-report scales, which were then later combined for analysis in SPSS. The methodology says that giving out contact details was optional because of their anonymity. An ethics approval number, consent form, dates of data collection, and secure data storage were not provided with the documents used for this analysis. The research team will add these details if applicable; they cannot be made up. The four worksheets were merged, and rows were deleted where items were not present. Spelling and spacing of participant labels were harmonized to identify Generations Z and Millennials. Where the gender value recorded was unambiguous, it was presented as either female or male. Totals were provided as numeric WFC and EWB totals, and missing totals were omitted for each analysis. One EWB score was excluded because of a zero. These decisions must be put on record in a final reproducible analysis file. As a result, the total scores are summarized using descriptive statistics. Welch independent-samples t-tests compare generation and gender groups, without the assumption of equal variance. The linear association between WFC and EWB is quantified by Pearson's correlation. The simple linear regression is used to estimate EWB from WFC. All statistical tests are two-tailed, and the cut-off for significance is $p < .05$. Due to the workbook's inconsistent totaling of subscales, subscale-specific tests were not conducted. Here, effect sizes and confidence intervals are not reported unless directly computed and should be interpreted as a focused analysis and not as a psychometric validation of the results.

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Results and Discussion

Data Screening and Participant Profile

This is a total of 197 non-empty records when the two workbooks are combined together. 98 participants identified as Generation Z and 99 as Millennial could have their generation labels harmonized. 195 records had usable WFC totals and 194 records had usable EWB totals. A total of 193 individuals had paired scores. Other, blank, or inconsistent gender entries were not counted in gender comparisons; 75 participants were identified as female, and 76 participants were identified as male.

Table 1: WFC and EWB are not independently reconstructed

Variable	n	Mean	SD	Observed range
WFC total	195	34.45	8.59	13–58
EWB total (zero treated as invalid)	194	89.99	14.75	34–120

Note. The totals for WFC and EWB are not independently reconstructed from each item but are presented in the workbook. The EWB mean has been calculated using only the positive totals. The denominators vary between analyses, as there are missing or inconsistent entries in the workbook.

Association between work–family conflict and employee well-being

In the complete-case sample (n = 193), WFC was negatively correlated with EWB, r = -0.254, p = 0.0. This means that increases in conflict were associated with decreases in well-being. There was a moderate association, but it was statistically significant; WFC explained about 6.5% of the variance observed in EWB.Simple linear regression was statistically significant, F (1, 191) = 13.19, p < .001. WFC had a negative unstandardized slope (b = -0.421, SE = 0.116), with R^2 = 0.065. The fitted model indicated that for every 1-point increase in the WFC total, the estimated EWB total on average decreased by 0.421166825089832219664032209038850851356983.

Table 2: This is a statistical prediction and not a causal effect

Analysis	Estimate	Interpretation
Pearson correlation	(r = -0.254, p < .001)	Higher WFC was associated with lower EWB.
Simple regression	b = -0.421, SE = 0.116, R^2 = 0.065, p < .001	WFC significantly predicted EWB in the unadjusted model.

Generational differences

Generation Z participants had a mean WFC score of 32.97 (SD = 8.76, n = 96), compared with 35.89 (SD = 8.22, n = 99) among Millennials. On average, Millennials reported higher WFC than others, with the difference being statistically significant, Welch's t(191. 3) = -2.40, p = 0.017. H2 was supported in this sample. For EWB, Generation Z participants had a mean of 89.00 (SD = 16.25, n = 96), while Millennials had a mean of 90.97 (SD = 13.12, n = 98). This difference was not statistically significant, Welch's t(182). 3) = -0.93, p = 0.355. H3 is not available.

Table3: This difference and statistically significant

Outcome	Generation Z M (SD), n	Millennials M (SD), n	Welch t(df)	p
WFC	32.97 (8.76), 96	35.89 (8.22), 99	-2.40 (191.3)	0.017
EWB	89.00 (16.25), 96	90.97 (13.12), 98	-0.93 (182.3)	0.355

Gender differences

Female participants had a mean WFC score of 35.81 (SD = 8.06, n = 73), compared with 33.86 (SD = 7.99, n = 76) for male participants. There was no significant difference, Welch's t(146.7) = 1.48, p = 0.140, and H4 was not supported. Female participants' mean EWB score was 89.18 (SD = 14.55, n = 73), while male participants'

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mean was 92.01 (SD = 14.29, n = 75). This difference was not found to be statistically significant, Welch's t(145.7) = -1.20, p = 0.234, and H5 was not supported.

Table4: statistically significant

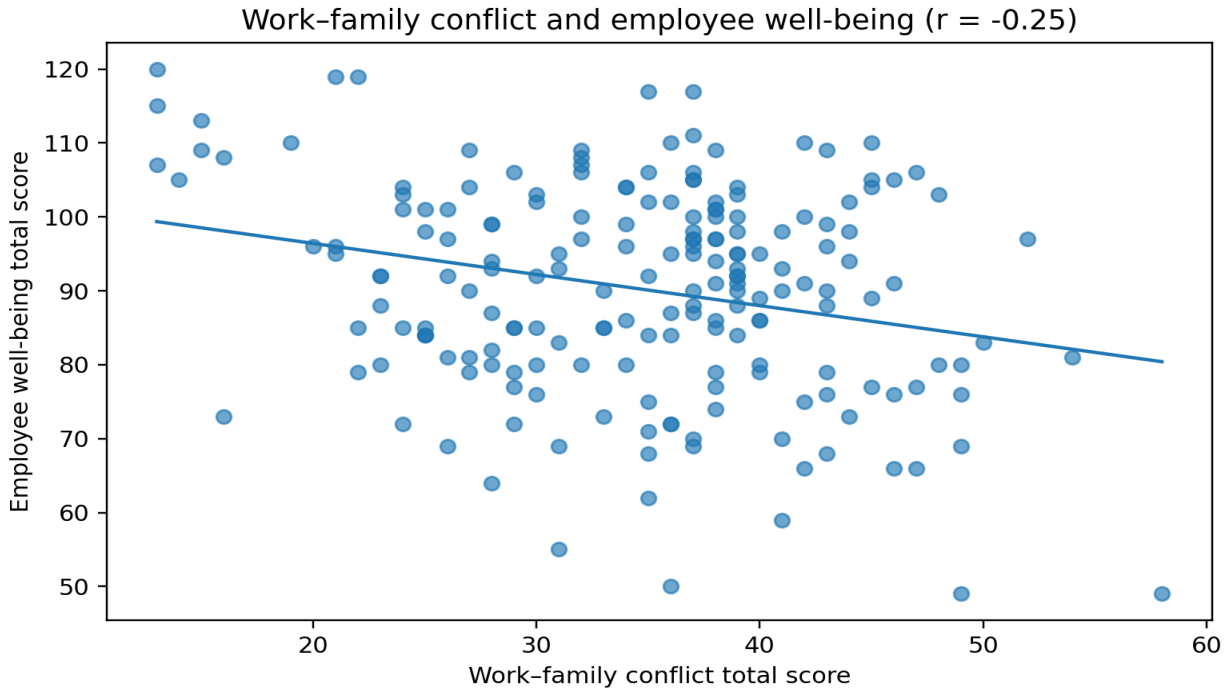
Outcome	Female Mean (SD), n	Male Mean (SD), n	Welch t(df)	p
WFC	35.81 (8.06), 73	33.86 (7.99), 76	1.48 (146.7)	0.140
EWB	89.18 (14.55), 73	92.01 (14.29), 75	-1.20 (145.7)	0.234

Table5: Summary of hypotheses

Hypothesis	Result	Decision
H1: Negative WFC–EWB association	r = -0.254, p < .001	Supported
H2: Generational difference in WFC	p = 0.017	Supported
H3: Generational difference in EWB	P = 0355	Not supported
H4: Gender difference in WFC	p = 0.140	Not supported
H5: Gender difference in EWB	P = 0.234	Not supported

Discussion

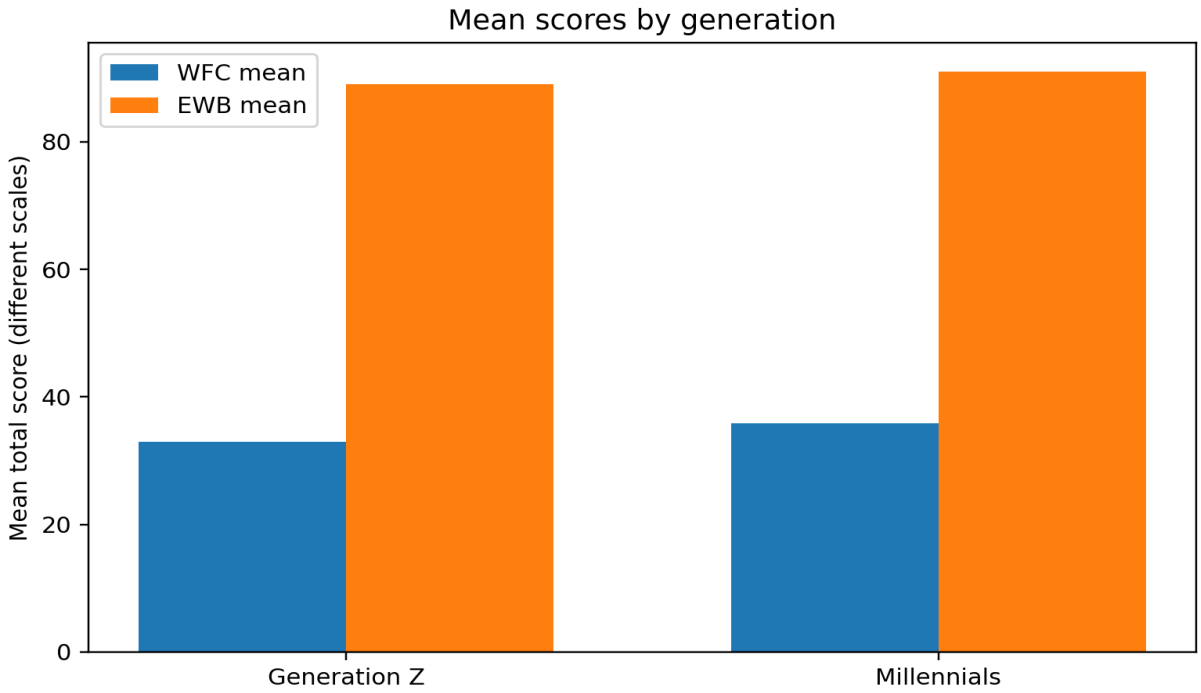
Figure 1. A scatterplot of work–family conflict and employee well-being



Note. Each point represents a participant with usable score for both variables. The line represents the fitted simple linear regression

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Figure2. Mean recorded scores by generation



Note. The heights of the bars are the total scores on different ranges for WFC and EWB and should not be compared across constructs but rather between generations within each construct.The main conclusion is that there is a statistically significant negative relationship between work–family conflict and employee well-being. Higher WFC scores were associated with lower EWB scores. This pattern is similar to that of the role conflict model (Yang et al., 2024), which assumes that work and family demands may be in conflict with one another and may interfere with participation in both domains, and to conservation of resources theory (King, 2018), which posits that stressors are those that threaten one's resources or that deplete one's resources, such as time and energy.The size of the association was small, suggesting that WFC is relevant but is responsible for a relatively small proportion of the variation in well-being. EWB is multi-dimensional, with job autonomy, workload, pay, boss support, relationships, health, financial security, career opportunities, and household circumstances being additional factors that can impact employees' well-being. The regression was unadjusted, so the coefficient should be thought of as an effect in addition to the other factors.This is interesting because Millennials have said that they have higher WFC than Gen Z, but that does not necessarily mean that Millennials are more conflictual than Gen Z. The sample could vary in relation to the career stage, level of seniority, income, marital status, and children or dependents. Demographic data was incomplete, and these were not included in the reported regression. Furthermore, generational definitions are inconsistent, and generational patterns may be mixed with age and life stage (Costanza et al., 2012; Rudolph et al., 2021). These cohort labels should be supplemented by direct modelling of age and family responsibilities in future research. There was no significant difference in generations for EWB. The observed mean difference was very small compared to within-group differences. An alternative explanation is that for both groups, there are both supportive and stressful aspects of the work environment, but that overall, employees' well-being is similar despite variations in their experience of work-related conflict. But this is not directly tested and thus is a

tentative explanation.There were no statistical differences between the genders in either WFC or EWB. This does not make gender irrelevant; rather, it is stating that there was not enough evidence that showed that there was any difference under the tests that were used in this sample. The gender-comparison sample was smaller than the overall sample due to blank or inconsistent data entries. The study also was not sufficiently detailed to assess the extent of unpaid care and to understand if individual differences are accounted for by differences in care-giving.The findings combined indicate that organizational initiatives to enhance worker well-being should focus on work–family pressures among all employee subgroups, rather than assume that concerns in the areas of well-being are the sole province of one generation or gender. Practical steps can be taken such as having clear, predictable schedules, realistic expectations for workloads, flexibility, when possible, supportive supervisors, clear norms about after-hours communication, and access to family-supportive policies. Interventions such as these are based on the pattern of results and existing theory and were not directly tested in this study.

Practical Implications

One of the first steps that organizations can take is to assess workload and scheduling practices. Long hours, unpredictable deadlines, insufficient staffing, inflexible leave, and expectations for availability outside of work hours are some possibilities for High WFC. Surveys of employees and confidential conversations can be a useful way to determine the most salient conditions in a specific workplace. Second, managers can demonstrate non-exploitative behavior at the boundary. Determining what communications are "needed" and eliminating unnecessary after-hours messages and setting up tasks ahead of time can help minimize unnecessary interference with personal time. Flexibility must be planned with consideration of the job roles and not lead to any hidden disadvantages for the employee. Finally, employers should refrain from the stereotypical assumptions about different generations. Despite a higher WFC score amongst the Millennials in this sample, there may be individual differences and circumstances that are significant. Policies are to be available based on need and role rather than the stereotype of age cohorts. Fourth, organizations must view well-being in a multidimensional way. Just measuring job satisfaction can fail to capture pressures in personal life or psychological functioning. Organizations can, if possible, also carry out a confidential pulse survey along with qualitative feedback and use the results to assess whether changes to work practices are linked to the improvement of the results. Last but by no means least, the future assessment should be evidence-based. Longitudinal design and larger and more representative sampling and controlling for appropriate covariates would allow assessment of whether changes in WFC are the cause of changes in EWB. No policy can be said to decrease conflict unless there are outcomes measured.

Limitation and Future Research

There are a number of caveats for interpretation. First, the cross-sectional design does not allow for temporal order or causality. It is important, then, to understand that the word "impact" in the title does not refer to a proven causal impact of the study but rather to its subject matter. Secondly, purposive sampling of the Delhi-NCR corporate employees is not representative. No conclusions should be drawn on the basis of the findings that can be extended to all the Indian employees or non-corporate workers or other parts of the country without additional evidence. Third, there are data quality problems with the workbook. It has 197 non-empty records instead of the expected 200; inconsistent generation spellings; no gender information for some records; no totals for scales; and one record with a zero EWB total, which is incompatible with the scale scoring. A few entries in the generation’s table were not reliably normalized. The scores were totaled from the workbook instead of precomputing all item responses due to inconsistent column formats and derived subscale fields on the various answer sheets. It is assumed in this analysis that the totals recorded in the journals have been done properly, which is something that should be verified prior to journal submission. Fourth, there are inconsistencies in instrument reporting in the methodology and workbook provided. In the

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methodology the use of the WAFCS is referenced as (Haslam et al., 2014), and its development is discussed elsewhere in 2015. It is necessary to check the published citation and instrument version. The methodology also incorporates the normative data from other studies, but the normative data were not used in the analyses presented here. Fifth, common method effects, social desirability, and item interpretation differences could occur with self-report data.Sixth, gender was examined exclusively in cases where the gender of the subjects was explicitly stated, as gendering was a method that outlined two categories. This decision is based on the provided operational definition and is not intended to cover all identities of gender. Entries that are excluded or missing from the data decrease the effective sample size. Lastly, there were no ethics approval papers, consent statements, or collection dates provided in the materials reviewed.

Future studies should include at least a larger sample with clearly documented eligibility criteria and a sampling frame; pre-registration of hypotheses and analysis decisions; verification of item-level scoring; reporting of reliability coefficients for the current sample; examining WFC directions separately; and including variables such as age, job level, work hours, caregiving responsibilities, marital status, children, organizational support, and work flexibility. Longitudinal data would help elucidate directionality, and interviews would help to clarify how individuals experience conflict and what practices/processes in the workplace are considered helpful.

Conclusion

The present study aimed to analyze the provided data and see how Generation Z and Millennials working in corporate organizations in Delhi NCR handle work–family conflict and their well-being. The main finding was that there was a strong negative relationship between WFC and EWB—the higher the level of conflict, the lower the level of well-being. The WFC were higher for millennials than for Generation Z participants, although there was no significant difference between the millennials and Generation Z in EWB. A gender difference was not found for WFC or EWB in the gender-classified sample available.The results underscore the importance of being able to look at work–family conflict as one factor that is associated with employee well-being. They do not prove that conflict is a cause of poorer well-being and must be considered with the understanding that they were purposively sampled and have data-quality limitations. The takeaway for organizations is to check workload, schedule, expectations for boundaries, and support from managers, and that no one generation or gender has a uniform experience. For stronger conclusions, verified scale scores, more complete demographic data, and longitudinal or other designs that are more rigorous will be needed.

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