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# Work-Family Conflict and Women's Turnover Intention: Mediating effects of Organizational Commitment

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## Abstract

The paper aims to investigate the relationship between Work-family conflict (WFC) and Turnover intention (TI) with the mediating effect of Organizational commitment (OC) as the extant literature lacks research in the context of developing countries and diverse cultures. Using the premise of the COR Theory, the study additionally examines the moderated mediation effects of job satisfaction (JS), organizational support (OS), and family support (FS) in the connection between OC and TI. 412 Omani women employed in Oman's private sector were included in the study using the multistage sample methodology. A combination of AMOS and Hayes process models was used for measurement and confirmatory purposes. OC moderated the relationship between WFC and TI significantly. Family interference with work (FIW) and TI revealed full OC mediation, whereas WIF and TI exhibited only partial OC mediation. No significant moderating effect of FS and OS was observed in the relationship between WFC and OC; whereas JS significantly moderated the relationship between OC and TI. The research brings new perspectives to the WFC research. The connection between WFC and TI has been examined in many studies; however, only a few have examined the mediation and moderating effects of related variables in

greater depth. This study, by examining the overarching COR framework and its links with other established theories, brings additional discoveries, particularly in the context of the Middle East, by taking OC as a mediator and FS, OS, and JS as moderators. Theoretically, the research reveals the mediating role of OC in the relationship between WFC and TI. It indicates that WIF conflicts can directly affect TI whereas FIW-type of conflicts do not affect TI directly and can be controlled by increasing OC. Practically, the study extends that if OC is affected by WFC then an increase in JS may help organisations in reducing TI.

**Keywords:** Work-family conflict; Organizational commitment; turnover intention; family support; organizational support; Job satisfaction.

## 1. Introduction

Work-Family Conflict (WFC) is one of the predominant reasons behind employees' TI (Chan and Ao, 2018; Mauno et al., 2015). Given its gravity, many studies have researched the association between WFC and TI (Rasheed, Iqbal, & Mustafa, 2018; Zhang, Rasheed, & Luqman, 2020; Wu, Zheng, & Li, 2020; Jelena et al. 2021; Peltokorpi & Michel, 2021; Yucel et al. 2021; Jia and Li, 2022). A majority of these studies confirm a significant positive relationship between WFC and TI. Although some of these have considered WFC a higher-order construct having two major domains– Work interference with family (WIF) and Family interference with work (FIW) (e.g., Carlson et al. 2000; Poggesi et al., 2019), a majority of them have remained inconclusive concerning the influence of WIF and FIW on TI. Whilst some of them have confirmed a positive influence of the duo WIF and FIW on TI (Shaffer et al., 2001; Boyar et al., 2003), a few studies have found a singular influence of either WIF affecting TI (Jia and Li, 2022) or FIW affecting TI (e.g., Singh et al 2018).

It can be said that the research on turnover intentions and their predictors has been limited and the outcomes have remained inconclusive so far (Singh et al., 2018; Allen et al., 2020). Furthermore, there has been a paucity of research concerning the influence of factors such as organizational support, family support, organizational commitment, and job satisfaction (Singh et al., 2018; Jia and Li, 2022). The researchers suggest that the relationship between WFC (and its sub-domains) and TI is mediated and moderated by a host of factors, such as OC and OS (e.g., Singh et al., 2018). Thus, there is a need for more studies to clarify the WFC, OC, and TI conundrum. Examining the mediating role of OC in the relationship between WFC and TI in the context of women workers is a need of the hours, knowing that women suffer more from WFC, lose commitment, and are more prone to leave organizations than their male counterparts (Belwal and Belwal, 2017). Given the mediating role of OC, it becomes

important to study the moderating role of OS and FS to clarify situations under which such support would lead to favorable results (Jia and Li, 2022). Furthermore, it becomes equally important to finding the role that JS plays when employees experience WFC. Whether JS acts as a mediated moderator in the OC-mediated relationship between WFC and TI? By testing these explicit propositions, the study makes a good contribution to the existing literature. Additionally, the association between WFC and TI is still underexplored in the Eastern context (Allen et al., 2020); and since the context matters (see Allen et al., 2015), most of these studies that have been conducted in the Western context need to diversify.

The main contribution of this paper is the novelty to explore the WFC – TI relationship in the Arabian context mainly from the perspective of Conservation of Resources (COR) theory and suggesting appropriate resource interventions at work-family levels in the form of OS and FS to foster favorable work and family conditions for women workers. The research fills the theoretical gaps by expanding the basic equation between WFC and TI and interrogating the mediating role of OC and moderating role of JS in providing women with a high quality of work and family life. Furthermore, there is a dearth of studies, particularly in the context of the Arab world, which identify such relations in a different socio-cultural environment than the West (Haar et al, 2012; Jelena et al. 2021). Our work thus broadens the COR framework by explaining the influence of OC, FS, OS, and JS in the relationship between WFC and TI within the family and work environment dominated by Middle Eastern culture, values, and society.

We next present the contextual setting of this study which is followed by the theoretical underpinnings and hypotheses formulation. We then present the methods and measures followed by the results. Finally, we share the overall insights gained through discussion, direction for future research, and conclusions.

### *Contextual setting and background*

Women's employment in Oman's private sector has been challenging for them as well as their employers. The socio-cultural issues together with a disparity in the labor laws for the private and public sectors have hindered women's joining the private sector (Belwal and Belwal, 2017). However, this disparity has been reducing for the past few years, particularly since the new labor law came into practice in 2011. Earlier, expatriates had been dominant in the private sector workforce in Oman (Al-Jahwari and Budhwar, 2016). Off late, Oman ventured into Omanization (localization) to offer jobs to unemployed citizens. It helped native women in getting gainfully employed, since most of the males were employed in the armed forces, police, and other government jobs, and the demand and supply condition of labor essentially favored women for their education (Mansour et al., 2020).

The graduation statistics of pass-outs also reveal that roughly 30,000 students (50-60% females) enroll in HEIs every year out of which 25,000 successfully graduate on average (NCSI, 2021). WFC, particularly for employed women, becomes a key issue as more and more dual-earning Omani couples join the workforce locally or by relocating to the industrial hubs; and face difficulties in continuing their jobs later (Mansour et al., 2020). Studies on turnover rates or the causes of women leaving their private sector jobs in Oman are scarce. Government data on an aggregate are there but they are not very informative (see NCSI, 2021).

Studies on Work-family conflict and high turnover intention have covered engineers, construction workers, etc. hitherto (Singh et al., 2018; Liu et al., 2020). Not many studies have focused on jobs that women dislike or do not attend tastefully in manufacturing and services. Research indicates that some jobs have attracted women's apathy to them. Women's working as salespersons, attending to assembly line works, engineers in the field, defense and security personnel, and mechanics have always been contentious. Employing women in such cases becomes doubly challenging, where the work is not only to attract to these jobs but to engage them productively. A study affecting Work-Family Conflict (WFC), organizational commitment (OC), family support (FC), organizational support (OS), job satisfaction (JS), and turnover intention (TI) thus becomes valuable in this context. Due consideration of WFC while extending OS to workers may improve WLB, OC, JS, and ultimately their quality of life (Kim et al., 2019; Oyewobi et al., 2019; McGinnity, 2021).

## **2. Theoretical underpinnings and hypotheses**

The relationship between WFC and TI has been linked by researchers with different theories. The prominent among them are the Role theory (Katz & Kahn, 1966), Conservation of resources (COR) theory (Hobfoll, 1989), Social exchange theory (Homans, 1958); Organizational support theory (Eisenberger et al., 1986), Job satisfaction theory (REF), Career change theory (Rhodes & Doering, 1983), Stereotype threat theory (Steele, 1997), and Turnover theory (Mobley, Griffeth, Hand, & Meglino, 1979). These theories have been instrumental in defining the work-life balance issues where work-family conflict has been associated with stress, anxiety, dissatisfaction, and turnover intentions (Schuler, Aldag, and Brief, 1977).

Although family and work are essential roles in an employee's life, when work responsibilities affect family demands and vice-versa, employees face problems of WFC (Lambert et al., 2017; Yucel, 2019). WFC creates an inter-role conflict where meeting a demand for one role makes it difficult to meet the demand for the other (Greenhaus and Powell, 2006). According to Role theory (Katz & Kahn, 1966), employees may be needed to perform a variety of roles, and the resulting complexity may cause conflicts if employees fail to meet the expectations of the role. The COR theory holds that conflicts arising at work adversely affect the resources of an

employee which may further affect organizational commitment and retention. Accordingly, due to the inadequacy of resources, work, and family roles compete for one's time, energy, and behavior, often creating a conflict with the other (Lambert et al., 2017).

The Social Exchange theory (SET) advocates reciprocity between two parties based upon social rules and norms of exchanges that are based on attributes such as love, information, money, goods, and services at one end and altruism, group gain, status, and competition on the other (Homans, 1958; Cropanzano & Mitchell, 2005; Ngo-Henha, 2017). According to SET, the exchanges that take place among the employees within their network are also connected with their intention to retain or quit jobs, where disrespect of rules may lead an employee to quit or look for a change (Blau, 1964; Ngo-Henha, 2017). Similarly, Organizational support theory (e.g., Eisenberger et al., 1986; Rhoades & Eisenberger, 2002) asserts that social exchange-driven interactions manifested as organizational support, lead to increased organisational commitment and employee retention (Baran et al., 2012).

On the top, Stereotype threat as a "psychological feature of work-life conflict" (Miller, 2019) pushes female workers to adapt to competing role expectations by separating their work and gender identities to handle internal conflicts (Von Hippel et al., 2017). Workplace discrimination and socio-cultural stereotypes may further aggravate the WFC and may force an employee, particularly a woman in the Arab culture, to quit her job. Altogether, these theories are essential to study the tussle one faces as an employee in managing work-life, given the roles and resources, and encouragements and support one gets through the social exchanges, and how these interactions keep one motivated, committed, and satisfied in retaining one's job or looking for a career change. The Career change theory suggests some predictors affecting career change and posits that facing organizational, personal, and environmental determinants, an individual goes through a withdrawal process based upon motivation which is informed by job dissatisfaction and thoughts of changing jobs (Rhodes & Doering, 1983).

Of the above theories, the Role theory citing the ambiguity and conflict in roles has been dominant in studying WFC. However, it gives more importance to work-based roles than family-based roles and gender issues (Powell et al., 2019). COR theory thus far has been the widely accepted theory for work-family studies as it links conflict to any change in the state of resources (objects, conditions, personal characteristics, and energies) that individuals seek to acquire or maintain (Grandey and Cropanzano, 1999). According to the COR model, resources are sacrificed when trying to balance work and family obligations. These prospective or real resource losses result in reduced JS and raise the possibility of TI or burnout or an unpleasant quality of life (Grandey and Cropanzano, 1999). Our research premises are mainly built on the COR theory as it factors in women given their conditions (lower level of job tenure and salary, discrimination at work) and energy (household responsibilities) in comparison to men (Grandey and Cropanzano, 1999).

## *Relationships of Work-family conflict and Turnover intentions*

The COR Model claims that employees protect resources that could otherwise be lost (Hobfoll,1989). A worker could save resources by leaving a job that drains his/her resources. To understand WFC, primarily among women, it is important to understand its bidirectional nature (WIF and FIW) as proposed by Carlson et al. (2000) which arises mainly due to competing work and family demands. Carlson et al. (2000) categorize each of these two major types of conflicts into time-based, strain-based, and behaviour-based conflicts. As stated in the introduction, WFC's influence on TI is known, but there is not much clarity on WIF and FIW's influence on employees' intentions to leave the organization (O'Neill and Follmer, 2020; Altura, Rao, and Virick, 2021). Some research indicates that family demands are more influential in pronouncing WFC than job demands when individuals instill the meaning of their social roles (Liu et al., 2020). Despite the fact, this inter-role conflict from either direction produces stress and strain among employees, which, if unsuccessfully coped with or due to loss/lack of resources or support, may lead to a loss spiral and ultimately occupational turnover (Greenhaus et al., 2001; Lambert et al., 2017; Singh et al. 2018). Accordingly, based on the above surmises, we propose the following hypotheses:

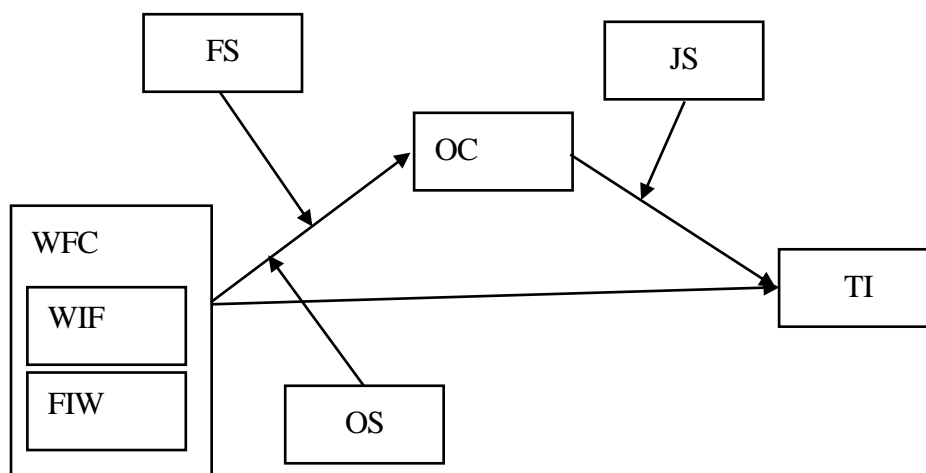
**Hypothesis 1:** WFC will be positively related to turnover intentions.

**Hypothesis 1a:** WIF will be positively related to turnover intentions.

**Hypothesis 1b:** FIW will be positively related to turnover intentions.

**Hypothesis 1c:** Time-based, strain-based, behaviour-based WIF, and FIW will be positively related to turnover intentions.

Our hypothesized model is illustrated in Figure 1.



## Figure 1. Conceptual framework of the hypothesized model

WFC = work-family conflict, WIF = work interference with family, FIW = family interference with work (prefix- T= time based, S = strain based, B- behaviour based), OS= organisational support, FS = family support, JS = job satisfaction, and TI = turnover intentions.

### *Occupational commitment —as a mediator between WFC and TI*

The COR theory suggests that work-family conflict (WFC) and family-work conflict (FIW) may both be considered stressful situations that drain employees' resources and, as a result, are likely to be associated with poorer occupational commitment. WFC is known to have an immediate influence on organizational commitment, which in turn influences turnover intention (Shuck et al., 2011). Chan and Ao (2018) also identify the mediating role of organizational commitment and pay satisfaction on TI in the hospitality sector. Studies have found a significant mediating effect of work engagement or organizational commitment (Islam et al., 2019, Singh et al., 2020; Yucel et al., 2021) in the relationship between WFC and TI. Zhou, Li, and Gao (2020) have found that organizational commitment mediates the relationship between family/friends supportive work culture and turnover intention. However, it is still not clear if OC mediates the relationship separately for both domains of WFC.

Accordingly, we propose that:

**Hypothesis 2:** Occupational commitment will mediate the relationship between WFC and turnover intentions.

**Hypothesis 2a:** Occupational commitment will mediate the relationship between WIF and turnover intentions.

**Hypothesis 2b:** Occupational commitment will mediate the relationship between FIW and turnover intentions.

### *Organizational support — as a moderator between WFC and OC*

Women find it difficult to strike an appropriate balance in their work life due to family and other responsibilities, which not only creates a WFC but also affects their sustenance in the job (Belwal et. al, 2020). Facing such problems of WFC (Lambert et al., 2017), women need formal support such as FFPs, and childcare support (Goñi-Legaz and Ollo-López, 2016) as well as informal support such as understanding, care, love, and tangible support from families or colleagues (Rasheed, 2018). SET also explains the linkages between WFC and social support (ten Brummelhuis and Bakker, 2012). The organizational support theory within the overall framework of COR theory explains the role of individual, organizational, and occupational factors in women's occupational withdrawal



cognitions. Drawing on the COR theory, studies have found that OS reduces the impact of WIF and FIW, which in turn lowers turnover intention (Liu et al., 2020).

Organizations offer positive emotions, motivation, and psychological support to employees to increase their commitment (Yucel et al., 2021) and the committed employees do not reveal an intention to quit the organization (Agrawal and Gupta, 2018) and finally derive life satisfaction (Yucel and Minnotte, 2017). Organizations that support employees manage the effects of FIW on work dissatisfaction help reduce TI (Post et al., 2009). Past studies reveal that support from supervisors and organizations increases OC (O'Donnell et al., 2012; Stinglhamber et al., 2015) whereas a higher degree of OC decreases their TI (Li and Zhou, 2021). According to Eisenberger, Huntington, Hutchinson, & Sowa (1986), employees' perception that the organization values their contributions and cares about their well-being orchestrated using OS increases their affective commitment to the organization and decreases their absenteeism and turnover (Wood and de Menezes, 2008; Daverth, Hyde, and Cassell, 2016).

Therefore, we propose Hypothesis 3:

**Hypothesis 3:** OS will moderate the OC-mediated relationship between WFC and TI where a high level of OS will lead to a high OC and vice versa.

*Family support — as a moderator between WFC and OC*

According to COR theory, Work–family conflicts worsen when individuals cannot retain or gain resources from either domain. Support from a spouse has been found to moderate the effect of family load on FWCs, but FS does not moderate the effect of a WFC on an employee's turnover intention (Li et al., 2022). Wayne et al. (2006) find a positive relationship between OS (in the form of Work-family enrichment) and OC and a negative relationship between FS (in the form of family–work enrichment) and TI. Although research has mixed evidence of a direct relationship between FS and TI (e.g., Rasheed, 2018; Lambert, 2017; Reimann et al., 2022), the possibility of FS being a moderator cannot be ruled out as social support has been found to act as a moderator between the stressor–strain relationship (Jia and Li, 2022).

Therefore, we propose Hypothesis 4:

**Hypothesis 4:** FS will moderate the OC-mediated relationship between WFC and TI where a high level of OS will lead to a high OC and vice versa.

*Job satisfaction — as a moderator of the relationship between OC and TI*

The COR framework states that workplace resources can affect employee-level resources and consequent outcomes such as JS and TI that are significant for both companies and employees (Brossoit et al., 2020). Job satisfaction, according to Locke (1969), is the degree to which an individual's expectations for a job match what they get. JS has been found to moderate the relationship between WFC and TI ( Zhang, Rasheed, & Luqman, 2020). Employees' dedication or commitment together with JS reduces TI (Lu et al., 2016). The research by Jelena et al. (2021), recommends including variables such as JS as well as different cultural backgrounds to have more understanding of the relationship between WFC and TI. The effect of JS in the relationship between WFC and work-life satisfaction has been found different for developing and developed countries, where JS has been found to make a significant impact in the case of the former (Orellana et al., 2022). Price and Mueller (1981) identified that OC mediates the relationship between JS and TI. Therefore, we propose Hypothesis 5 as given below:

**Hypothesis 5:** In the overall mediation of OC between WFC and TI, JS will negatively moderate the relationship between OC and TI where a high level of JS will lead to a low TI and vice versa.

### **3. Method and Measures**

#### *Measures*

We measured WFC (WIF and FIW), OS, FS, JS, OC, and TI using a structured questionnaire. All the items were rated on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The individual measures and the items used are described below.

Work-family conflict (WFC), Work interference with family (WIF), and Family interference with work (FIW))

The 18-item scale developed by Carlson et al (2000) was used to measure WFC using 9 items each for work interference with family (WIF) and family interference with work (FIW). Each of these two domains had 3-items, respectively, representing time-based, strain-based, and behaviour-based conflict. A sample item from WIF is “The time I must devote to my job keeps me from participating equally in household responsibilities and activities,” and FIW is “Due to stress at home, I am often preoccupied with family matters at work.” Cronbach's Alpha values for WIF and FIW were .83 and .85, respectively.

Organizational commitment (OC)

Organizational commitment implies the strength of one's involvement in a particular organization reflecting one's belief in organizational values, the pursuit of goals, and the desire for affiliation (Balfour & Wechsler, 1996). Organizational commitment was measured as a multidimensional construct as suggested by Balfour and Wechsler (1996). Sample items include is “I am quite proud to be able to tell people who it is I work for;” and “I feel a strong sense of belonging to this organization.” Cronbach's alpha score was .81 collectively for nine items.

Organizational support (OS)

The support from the work (OS) was measured using the short version of POS carrying a 16-item measure developed by Eisenberger, Huntington, Hutchison, & Sowa (1986). A sample item from OS is “The organization values my contribution to its well-being” and “Help is available from the organization when I have a problem.” Cronbach's alpha score was .88 collectively for 16 items.

Job satisfaction (JS)

“The job satisfaction scale is an overall measure of the degree to which an individual is satisfied or happy with his or her job” (Carlson et al., 2000, p. 1039). Job satisfaction was measured using the Michigan Organisational Assessment Package Job Satisfaction Scale (MOAP-JSS) which uses three items (Nadler et al., 1975): (i) All in all, I am satisfied with my job, (ii) In general, I like working here, and (iii) In general, I don't like my job (Reverse

scored). The Meta-analyses also indicate that the MOAQ-JSS is a reliable and construct-valid measure of job satisfaction. Cronbach's alpha score was .79 collectively for three items.

#### Turnover intention (TI)

Turnover intention aims to assess the intention of the employee to quit the organization. If an employee is thinking of quitting the existing job or looking for a new job, she is believed to have a high degree of turnover intention. The scale from the turnover intention was taken from Balfour and Wechsler (1996). The turnover intention was measured using two attributes 'desire to remain' and 'perceived job alternatives' using descriptive sentences — (i) I often think about quitting this job, and (ii) I will probably look for a job during the next year, respectively. Cronbach's alpha score was .76 collectively for two items.

#### Control variables

In line with previous research (e.g., Blau, 2009; Post et al., 2009; Singh et al., 2018), employee demographics such as age, education, marital status, position in the organization, normal working hours, total work experience, and the number of children were used as control variables in this study.

#### *Sample and procedure*

The sample of the study was composed of 412 Omani women workers selected using a multistage sampling approach who were working full-time in different industries across Oman. In the first stage, the study area was geographically stratified into 10 regions Muscat, Al Batinah, Musandam, Adh-Dhahirah, Ad-Dakhiliyah, Ash-Sharqiyah, Al-Wusta, Dhofar, and Al-Buraimi regions. Second, organizations falling under these regions were classified into private and public sector organisations and sub-classified for services and manufacturing. Third, private sector organizations from the services and manufacturing sector having established HR functions and policies, operating for at least 3 years, and having more than 50 employees (male and female combined) were identified. Women were selected from these organisations in proportion to their distribution across regions. According to the Oman Statistical Handbook (2017), 38,000 Omani women were working in the private sector in these regions. Statistically, using an online sample size calculator, a confidence interval of 10 and a confidence limit of 99% led to a sample size of 170. We targeted respondents (680) four times of derived sample size, keeping in view the non-participation of some and the need for compiling a proper dataset for the application of SEM. Eight percent of 412 respondents were less than 25 years, 46% were 25-30 years, 42% were 31-40 years, and 7% were above 40 years old. Fifty-three percent of them were educated up to diploma level, 43% up to graduation level, and 3.5 % had either Master or Ph.D. degrees. The respondents' mean experience in their current job was 5.6 years (SD = 4.42), 62% were married, 34% were never married, and 3.5% widowed or separated. Fifty-one

percent of them had children to manage. 48% were working at the ‘operational and technical level, 46% at ‘the supervisory and managerial level’, and the remaining were other professionals. 36% of them worked for 6-8 hours per day whilst 62% more than 8 hours.

We first specified a model using the six dimensions of WFC (TWIF, SWIF, BWIF, TFIW, SFIW, and BFIW) separately with organizational commitment and turnover intention. This model did not provide a good fit (see Model 1 statistics in Table 1). The discriminant validity of the six dimensions of WFC was not good. We thus specified another model using second-order constructs WIF and FIW by merging the time-based, strain-based, and behavior-based first-order constructs for each together with organizational commitment and turnover intention. The measurement model produced a good fit along with OC and TI (see Model 2 statistics in Table 1); however, there were still some issues with the discriminant validity of the second-order constructs. Accordingly, we specified a third-order construct WFC by grouping WIF and FIW as its indicators together with organizational commitment and turnover intention. This model provided a good fit (see Model 3 statistics in Table 1). We then used Hayes Process Macro Model 4 to test the mediation effect of OC on the relationship between WFC and TI. We used Hayes’s Process Macro Model 9 to study the moderation effect of OS and FS on the relationship between WFC and OC. Finally, we used Hayes’s Process Macro Model 14 to study the moderation effect of Job Satisfaction on the relationship between OC and TI.

## 4. Results

### *The goodness of Fit and Validity measures*

The goodness of fit indices (see Table 1) for all the measurement models were within acceptable limits (Hu and Bentler, 1999; Hair et al., 2014).

**Table 1. Fit indices of measurement models**

Measurement models	$\chi^2$	DF	$\chi^2/DF$	CFI	TLI	RMSEA	SRMR
Model 1: First-order construct model	425.894	202	2.108	0.951	0.938	0.049	0.057
Model 2: Second-order construct model	486.384	214	2.273	0.940	0.929	0.053	0.161
Model 3: Third-order construct Model	487.475	215	2.267	0.940	0.930	0.052	0.231

We used the maximum shared variance (MSV) and the average variance extracted (AVE) values to determine the measurement model's discriminant validity. The average variance extracted (AVE) and composite reliability (CR) values were used to ascertain the convergent validity. As shown in Table 2, AVE values for the three constructs in the first-order model were less than the threshold value (0.50) and the square root of the AVE for all the six WFC dimensions was less than their correlation with other dimensions. This model reflected acceptable convergent validity but poor discriminant validity among the constructs and it was assumed that the respondents did not differentiate the time-based, strain-based, and behavior-based classification of work-family conflict.

**Table 2 Validity Analysis for Measurement Model 1**

	CR	AVE	MSV	TWIF	TFIW	SWIF	SFIW	BWIF	BFIW	TI	OC
<b>TWIF</b>	0.846	0.649	0.674	<b>0.806</b>							
<b>TFIW</b>	0.647	0.384	0.482	0.522*	<b>0.620</b>						
<b>SWIF</b>	0.809	0.586	0.674	0.821*	0.634*	<b>0.766</b>					
<b>SFIW</b>	0.785	0.550	0.612	0.562*	0.670*	0.698*	<b>0.741</b>				
<b>BWIF</b>	0.729	0.473	0.938	0.444*	0.694*	0.512*	0.782*	<b>0.688</b>			
<b>BFIW</b>	0.814	0.594	0.938	0.273*	0.536*	0.371*	0.601*	0.968*	<b>0.771</b>		
<b>TI</b>	0.767	0.622	0.349	0.274*	0.238*	0.368*	0.320*	0.234*	0.212*	<b>0.789</b>	
<b>OC</b>	0.733	0.489	0.349	-0.325*	-0.329*	-0.334*	-0.338*	-0.356*	-0.229*	-0.591*	<b>0.699</b>

Significance of correlations \*  $p < 0.001$

The AVE values for factors in the second-order model (Table 3) and the third-order model (Table 4) were close to or higher than 0.50, and their CR values were higher than both the threshold value (0.70) and the AVE values, revealing satisfactory convergent validity (Fornell and Larcker, 1981; Hair et al., 2014). Additionally, the AVE root values shown diagonally were closer to the factors' correlation coefficients, confirming the model's improved discriminant validity. Furthermore, the CR and CA values were both higher than the 0.70 thresholds, proving the measurement model's reliability (Hair et al., 2014).

**Table 3 Validity Analysis for Measurement Model 2**

	CR	AVE	MSV	WIF	FIW	TI	OC
<b>WIF</b>	0.710	0.466	1.449	<b>0.683</b>			
<b>FIW</b>	0.815	0.596	1.449	1.204*	<b>0.772</b>		

<b>TI</b>	0.767	0.622	0.346	0.346*	0.328*	<b>0.789</b>	
<b>OC</b>	0.733	0.489	0.346	-0.445*	-0.375*	-0.588*	<b>0.700</b>

Significance of correlations \*  $p < 0.001$

**Table 4 Validity Analysis for Measurement Model 3**

	<b>CR</b>	<b>AVE</b>	<b>MSV</b>	<b>TI</b>	<b>OC</b>	<b>WFC</b>
<b>TI</b>	0.767	0.622	0.346	<b>0.789</b>		
<b>OC</b>	0.733	0.489	0.346	-0.588*	<b>0.700</b>	
<b>WFC</b>	1.099	1.217	0.141	0.302*	-0.375*	<b>1.103</b>

Significance of correlations \*  $p < 0.001$

After testing the measurement model's validity and reliability, we calculated the means, standard deviations, sample size, alpha levels, and correlations (Table 5). The mean values for JS ( $X = 3.92$ ) and FS ( $X = 4.26$ ) levels were high, while it was moderate for other factors. The skewness coefficients of the variables varied between  $(-0.736; 0.175)$  except for JS  $(-1.092)$  and the kurtosis coefficients varied between  $(-0.976; 0.525)$  except for JS  $(1.058)$ ; thus, indicating normality or near normality (George & Mallery, 2010). We also performed Harman's single-factor test to test any common method bias or to prevent the effect of socially desirable responses (Kock et al., 2021) and observed no common method bias (Podsakoff et al., 2012). The EFA yielded a structure of 14 components that explained 62.6% of the total variance, including the first factor (12.14 %).

#### *Testing the hypotheses*

Before moving to test the hypotheses, we regressed TI on the seven potential control variables (age, education, marital status, position in the organization, normal working hours, total work experience, and the number of children). Control variables are included to check any contamination in the measurement and thus distorting observed relationships among them (Spector & Brannick, 2011). Since we did not observe any significant relationship, we did not exercise any control in further analysis (Singh et al., 2018; Bernerth & Aguinis, 2016).

#### *Regression analysis*

To test hypotheses 1, 1<sub>a</sub>, and 1<sub>b</sub>, we performed a simple regression analysis. The results revealed that on aggregate WFC significantly predicted turnover intention ( $\beta = .283$ ,  $t(459) = 6.320$ ,  $p < .01$ ) and explained a significant proportion of variance in TI ( $R^2 = .283$ ,  $F(1, 459) = 39.94$ ,  $p < .01$ ). Thus, Hypothesis 1 that WFC will be positively related to TI was supported. However, only one of the domain-specific predictors of WFC was significantly related to TI. Whilst WIF significantly predicted turnover intention ( $\beta = .203$ ,  $t(458) = 3.076$ ,  $p < .01$ ), the influence of FIW on TI remained insignificant ( $\beta = .101$ ,  $t(458) = 1.537$ ,  $p > .01$ ). Thus, Hypothesis 1<sub>a</sub>

that WIF will be positively related to TI was supported but Hypothesis 1<sub>b</sub> that FIW will be positively related to TI was not supported. Hypothesis 1<sub>c</sub> could not be tested due to the issues of discriminant validity of the first-order constructs.

**Table 5. Descriptive information and correlations among variables**

	Mean	SD	N	WIF	FIW	OC	OS	FS	JS	TI
1. WIF	3.54	0.83	461	(.83)						
2. FIW	2.92	0.84	461	.73**	(.85)					
3. OC	3.63	0.70	461	-.38**	-.37**	(.81)				
4. OS	3.18	0.74	461	-.37**	-.30**	.70**	(.88)			
5. FS	4.26	0.51	461	-.19**	-.25**	.14**	.01	(.83)		
6. JS	3.92	0.93	461	-.24**	-.28**	.65**	.45**	.21**	(.79)	
7. TI	3.23	1.22	461	.28**	.25**	-.54**	-.50**	-.10*	-.46**	(.77)

Notes: WIF = work interference with family; FIW = family interference with work; OC= Organizational Commitment; OS = organizational support; FS = Family support, JS = Job satisfaction; TI = turnover intentions. \*  $p < .05$ ; \*\*  $p < .01$  (2 - tailed). Cronbach's alphas are in parentheses.

### *Mediation Analysis*

To test Hypotheses 2, 2<sub>a</sub>, and 2<sub>b</sub>, we performed two separate mediation analyses using the third-order construct (WFC) and second-order constructs (WIF and FIW), respectively, as exogenous variables. We used the simple mediation model 4 in Hayes' Process Macro at 95% CI and 5000 numbers of bootstrapped samples.

In the first mediation model, we tested whether the effect of WFC on TI is mediated by OC. In the first regression, we found WFC a significant (negative) predictor of OC ( $b = -.3608$ ,  $se = .0386$ ,  $p < .001$ ). In the second regression, OC emerged as a significant negative indicator of TI ( $b = -.8757$ ,  $se = .0740$ ,  $p < .001$ ) whereas WFC ( $b = .1258$ ,  $se = .0668$ ,  $p > .001$ ) became insignificant. The total effect, direct effect, and indirect effect presented in Table 6 give clear evidence that OC fully mediates the relationship between WFC and TI (Singh et al., 2018). Thus, Hypothesis 2 that Occupational commitment will mediate the relationship between WFC and TI was supported.



**Table 6. Total, direct and indirect effects of mediation model 1**

Effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c_cs
Total	.4417	.0699	6.3200	.0000	.3044	.5791	.2829
Direct	.1258	.0668	1.8828	.0604	-.0055	.2570	.0806
Completely standardized indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
OC	.2024	.0271	.1508	.2588			

Outcome variable - Turnover Intention (TI), Independent variable Work-Family Conflict (WFC), Mediating variable: Organisational Commitment (OC)

In the second mediation model, we tested whether the effect of WIF and FIW on Turnover Intention is mediated by OC. In Hayes's Process Macro model 4, we assigned TI as an endogenous variable, WIF as an exogenous variable, and FIW as its covariate. In the first regression, we found both WIF ( $b = -.1958$ ,  $se = .0535$ ,  $p < .001$ ) and FIW ( $b = -.1653$ ,  $se = .0525$ ,  $p < .01$ ) as significant (negative) predictors of OC. In the second regression, OC emerged as a significant negative predictor of TI ( $b = -.8748$ ,  $se = .0740$ ,  $p < .001$ ) whereas the effects of WIF ( $b = .1263$ ,  $se = .0860$ ,  $p > .001$ ) and FIW ( $b = .0012$ ,  $se = .0840$ ,  $p > .001$ ) on TI became insignificant. The total effect, direct effect, and indirect effect presented in Table 7 give clear evidence that OC fully mediated the relationship of WIF and FIW with TI. Thus, Hypotheses 2a and 2b were supported. However, only WIF made a significant impact on TI in the total effect model, not the FIW.

**Table 7. Total, direct, and indirect effects of mediation model 2**

Effect of X on Y							
	Effect	se	t	p	LLCI	ULCI	c_cs
Total	.1458	.0949	1.5366	.1251	-.0407	.3323	.1013
Direct	.0012	.0840	.0138	.9890	-.1640	.1663	.0008
Completely standardized indirect effect(s) of X on Y:							
	Effect	BootSE	BootLLCI	BootULCI			
OC	.1005	.0337	.0335	.1652			

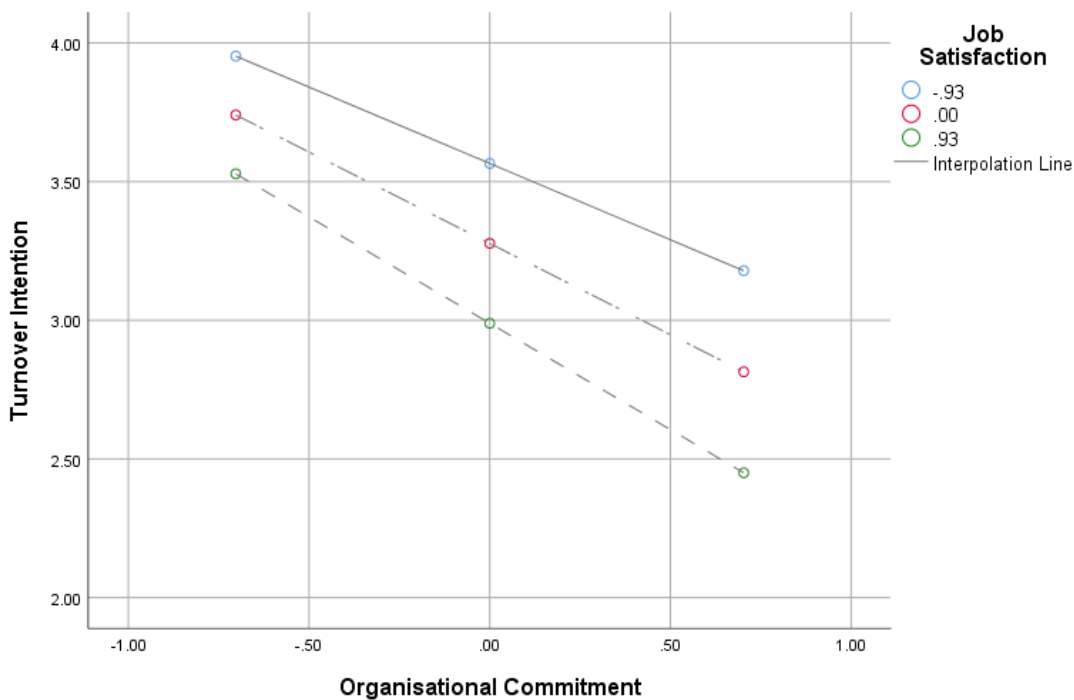
Outcome variable - Turnover Intention (TI), Independent variables Family interfering work (FIW) and Work interfering family (WIF), Mediating variable: Organisational Commitment (OC)

### *Moderated Mediation Analysis*

Based upon Hayes Process Model 9, our research did not find the moderation effect of FS and OS in the relationship between WFC and OC. Thus, Hypothesis 3 and Hypothesis 4 were not supported. However,

moderation analysis revealed significant negative relation between WFC and OC ( $b = -.1377$ ,  $se = .0328$ ,  $p < .01$ ) and significant positive relations between FS and OC ( $b = .1275$ ,  $se = .048$ ,  $p < .001$ ) and OS and OC ( $b = .6087$ ,  $se = .0332$ ,  $p < .001$ ).

Next, we analyzed the moderation effect of JS in the relationship between OC and TI. The interaction of OC and JS testified that JS negatively moderates the relationship between OC and TI ( $b = -.1166$ ,  $se = .0591$ ,  $p < .05$ ) supporting Hypothesis 5. Figure 2 presents the conditional effects of the focal predictor OC on TI by levels of JS at one SD above and below the mean-centered score for JS. From the increasing slopes of the regression lines for higher JS scores, it is evident that JS positively moderates the relationship between OC and TI.



**Figure 2. Moderation effect of Job Satisfaction on the relationship between OC and TI**

## 5. Discussion

Our initial finding that WFC positively affects TI is well grounded in literature. However, the findings that both FIW and WIF domain-specific predictors of WFC, operationalized as second-order constructs, indirectly make a positive effect on TI, through OC as a mediator is distinctive in the given situation and context. These findings are in line with the Role theory and COR theory justifying that role-related conflicts adversely affect organizational commitment and job retention (Greenhaus and Powell, 2006; Katz and Kahn, 1966). However, these findings are

somehow similar and somehow different from the expectation of domain-specific predictors of WFC in the TI model. In accordance with the research on COR theory in other cultural contexts, the existence of full and partial mediation of OC indicates that WIF and FIW directly or indirectly enhanced turnover intention, supporting the spillover effects of WFC as a consequence of resource loss (Jia and Li, 2022). However, our analysis reveals that the relationship between FIW and TI is fully mediated by OC whereas the relationship between WIF is partially mediated by OC. The mediation of OC between FIW and TI is in line with Singh et al. (2018), but our study in the context of the developing world shows partial mediation of OC between WIF and TI. This indicates that Family interference does not impact the turnover intentions of Omani women workers directly and if they have high OC, they could still bear the negative effects of FIW and stay in the organization. These findings reveal interesting insights in line with the COR theory. In the case of the WIF-OC-TI equation, it can be said that the resource loss to employees at the work has a direct bearing on TI, however, OC of employees reduces their TI. Whereas, in the case of the FIW-OC-TI equation, it appears that the resource loss on the family front does not directly affect TI unless coupled with a reduced level of OC. Thus, the building of OC can help organizations manage the impact of FIW largely and WIF partially on TI. The research highlights the importance of inducing the organizational commitment of women workers and exploring measures that could ameliorate the intensity of WIF, mainly, to reduce turnover. Why FIW does not have a direct bearing on TI can be contested in view of the moderators -OS, FS, and JS. In the context of moderation, our research did not find the moderation effect of FS and OS in the relationship between WFC and OC. Researchers hold that despite having negative attitudes toward FS, OC, and OS, the turnover intention expressed by an employee and his actual quitting behaviour is a complex phenomenon (Raso, Fitzpatrick, and Masick, 2021); and this indicates further research. However, the impact of JS as a moderator between OC and TI is in line with the COR framework and the earlier studies ( Zhang, Rasheed, & Luqman, 2020; Orellana et al., 2022) conducted in the context of developing countries.

#### *Practical implications*

The outcomes of this applied research are very important to ensure the quality of life of women workers. The study of the main contributors to the WFC in a given context and the devising appropriate interventions at work-family levels in the form of OS and FS could foster favourable work and family conditions for women workers, and improve their OC and JS provide them a higher life satisfaction (Yucel, 2017). Occupational characteristics (WIF) e.g., inflexible work hours, long work hours, and long commuting hours together with FIW have been found to affect employees' commitment, WLB, organisational performance, and their quality of life in Oman demanding appropriate policy interventions and laws (Belwal et al., 2020).

#### *Theoretical implications*

The present study examined the influence of organizational culture, family support, organizational support, and job satisfaction on the relationship between work-family conflict and turnover intentions of Omani women workers under the premise of the overarching COR framework. Findings support the COR framework by exhibiting a negative influence of WFC on TI and the mediating effect of OC in the relationship between WFC and TI. However, the mediating effect of OC applies differently for the two sub-dimensions of WFC viz. FIW and WIF, indicating full mediation in the case of former and the partial mediation in the case of the latter. Whilst our research remains inclusive in estimating the moderating role of OS and FS on the relationship between WFC and OC, it contributes by revealing the moderating role of JS in the post-mediated moderation of JS on the relationship between WFC and TI through OC.

*Limitations and directions for future research:*

Our research is based on women working in the private sector organizations in Oman where a limited number of organizations in the private sector are preferred by women for jobs thus far. The findings may apply to certain countries in the Middle East and the rest of the world but need to be generalized with caution. Future researchers can study the role of organizational identification as a mediator between WFC and TI. Turnover intention, contrary to actual turnover reflects the attitude that an employee signal through a statement about this specific behavior of interest to quit (Rubenstein et al., 2018). Our study fails to exhibit the erstwhile contemplated role of OS and FS on the relationship between WFC and OC. In some Organizational Support Theory based studies, FS and OS have been found to have a direct influence on WFC. This opens the possibility of researching the role of OS and FS as a predictor of WFC rather than TI. It may be possible that by complaining about WFC, women may receive OS and FS which may reduce the WFC and TI. Rhodes and Doering (1983) in their model of career change theory mention that while moving directly to changing career, an employee may divert from the order of predictors and reevaluate his/her withdrawal process. Notwithstanding, the study makes an important contribution by revealing the mediated moderation of JS on the relationship between OC and TI, portraying that WFC-affected women workers with lower OC and lower job satisfaction exhibit higher turnover intention, and as the job satisfaction this relationship between OC and TI improves as reduces the TI. Altogether, the study indicates a larger need to test these relationships in different cultural setups and a different combination of constructs. Globally, studies have researched the role of organizational identification (OI) in WFC's relation with TI (Liu et al., 2020). The possibility of mediation of OI and its comparison with OC can be tested by future researchers in studying the effect of WFC on TI. Furthermore, given our outcomes and the recent findings by Kim et al., (2022), structural associations among WFC, OC, JS, and TI can be extended to life satisfaction.

## Conflict of Interest Statement

There is no conflict of interest in producing and publishing this manuscript entitled Work-Family Conflict and Women's Turnover in Private Sector Jobs amidst the influence of occupational commitment, family support, organizational support, and job satisfaction

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