

INFLUENCE OF ANTECEDENTS OF WORK FAMILY CONFLICT ON EMPLOYEE JOB EMBEDDEDNES IN THE HOSPITALITY INDUSTRY IN ELDORET, KENYA

Evaline Maiyo

Masters Student, Jomo Kenyatta University of Agriculture and Technology, Kenya

Dr. Kimutai Geoffrey (PhD)

Lecturer, Jomo Kenyatta University of Agriculture and Technology, Kenya

©2020

International Academic Journal of Human Resource and Business Administration (IAJHRBA) | ISSN 2518-2374

Received: 17th October 2020

Published: 23rd October 2020

Full Length Research

Available Online at: http://www.iajournals.org/articles/iajhrba_v3_i9_215_227.pdf

Citation: Maiyo, E. & Kimutai, G. (2020). Influence of antecedents of work family conflict on employee job embeddednes in the hospitality industry in Eldoret, Kenya. *International Academic Journal of Human Resource and Business Administration*, 3(9), 215-227

ABSTRACT

The hospitality industry is a labor intensive and quality driven service industry whose most important ingredient is the quality of personnel. However the Hospitality industry is facing higher competition in the market for skilled labor and for market share. The study was guided by the following specific objectives; to examine the influence of work role stressors, work role involvement on employee job embeddedness in the hospitality industry in Eldoret. The study purpose and specific objectives was informed by Conservation of Resources Theory, work-family border theory. Cluster and Simple random sampling were used to select the respondents to participate in the research study. A sample size of 124 was drawn from an accessible population of 180. Data was collected by use of semi structured questionnaires which was self-administered. The instruments were tested for validity to enhance credibility of data by consulting the supervisor. Reliability was achieved by Pre-testing of the instrument at Jambo Impala Eco-lodge in western region where 13 questionnaires were filled by employees. Cronbach's alpha coefficient was used to ascertain whether the instrument which met the threshold of 0.7. Data was analyzed by use of both inferential and descriptive

statistics using SPSS version 25. The study findings on work role stressors found out a positive and significant ($\beta= 0.250$; $p=0.005<0.05$), work role involvement ($\beta=0.146$; $p=0.031<0.05$), influence on employee job embeddedness in hospitality industry in Eldoret town Kenya. The study concluded that work role stressors, work role involvement, work social support and work characteristics has a significant and positive effect on employees' job embeddedness levels. The findings of this study could provide government with information that can be used for policy development. Based on the findings and conclusions of the study, the study recommended that all work life conflicts need to be addressed well in all the organizations as a way of improving performance of the employees. The hospitality industry needs to put more focus on handling stress that may affect the employees in the work place. The study has addressed the antecedents of work life conflict. In the future, there is a need to understand how future strategies will unfold using different competitive objectives.

Key Words: *work family conflict, job embeddedness, work role stressor, work role involvement*

INTRODUCTION

High levels of job embeddedness serve to activate motivational mechanisms that make employees with high organization-based self-esteem strive to maintain or enhance their positive self-image. Globalization of businesses and increased working hours have forced employers to develop flexible working hours because employees are not sufficiently adept to form a balance between work and family (Masuda et al., 2012). Work-family conflict and family-work conflict ensues lack

of work life balance which an employee resolves by withdrawing from the job precipitating turnover intentions. According to Park and Shaw (2013) one standard deviation increase in turnover intention is related to a 40% loss in organizational productivity and a 26% loss in financial performance.

Job embeddedness is ingrained with motivational factors that enmesh employees within specific job roles in particular industries. The conflict within roles is likely to impact on an employee's level of job embeddedness (Anzam., 2011). Work conflicts and a dearth of job embeddedness predicts key outcomes of both intent to leave and 'voluntary turnover' and explains significant incremental variance over and above job satisfaction, organizational commitment, job alternatives and job search (Terence et al., 2017). Therefore job embeddedness can be inferred as a retention strategy that prevents employees' behavioral and cognitive withdrawal. It is underpinned by the attraction-selection attrition lens in which individuals.

Job stress is an outcome or response to certain stimuli in the environment. Nowadays, job stress has become more apparent and leads to low morale of employees. The causes for job stress can be attributed to technological changes, competitive life styles and various other social factors. Job stress is a double-edged sword, it can be both productive and counter-productive (Choi & Kim, 2012). It can be productive when it helps or motivates people to work more and perform well. It will allow them to explore opportunities and leads to enhanced job productivity. It can be counter-productive when external factors create more pressure to work but doesn't lead to concrete outcome (Goshand & Gurunathan, 2015).

Globally in Turkey there are a handful of prior discussions on job embeddedness in the hospitality sector. One of the challenges in the service providing industries especially hospitality industry is to reach high levels of service provision and job embeddedness (Kim, 2014;Pang, Kucukusta & Chan, 2015). This could be ascribed to unavailability of a family-supportive work environment which is a precursor of conflict between their work and family responsibilities. In Turkey, employees who have heavy workloads and are unable to establish a balance between work (family) and family (work) roles are emotionally exhausted and in turn less embedded in their jobs and display poor performance in the service delivery process (Karatepe, 2013).

In Canada, employees' family work life and job embeddedness in the relationship between performance and work, and not only plays a role, but to be affected and constrained by various factors (Choi & Kim, 2012). Embeddedness describes the interaction that occurs between an individual or organization and other institutions, organizations, or people in the environment. By embedding in different relational situations, individual or organization can obtain diversified output, which can promote or hinder its own development. Gosh and Gurunathan (2015) divides embedding into two dimensions; structural embeddedness and associative embeddedness and states that embeddedness ties have a direct effect on the behavior of individuals or organizations, whereas the effect of structural embedding is indirect. Introduction of information systems in the

enterprise employees formed between them in various networks, such as consulting networks and other interaction.

In Cameroon, Management of the antecedents of work family conflict and employee embeddedness are only beginning to gain attention in developing countries (Amazue & Ugwu, 2014). Osman (2016) opines that coworker and family support enhance creative performance via job embeddedness amongst frontline hotel employees and their supervisors in Cameroon. In Ghana it has been recognized that the hotel, catering and tourism sector of the industry suffers from a dearth of job embeddedness (Arthur, et al., 2016). This implies that the hospitality sectors in Ghana and Cameroon suffers a constant challenge for employers in terms of limited ability to maintain a skilled workforce and results in enhanced costs courtesy of lack of job embeddedness.

The hospitality industry needs to understand aspects of work environment behind employee turnover owing to its inverse relationship with job embeddedness because job embeddedness of service employees is indisputably necessary for operations to run successfully (Kuria et al., 2012). The job embeddedness construct reliably predicts the likelihood of employee turnover from organizations and is, by extrapolation, a useful predictor of staff retention (Burton, 2010). Employees who are embedded in their jobs are more likely to be retained than those who are not (Tanova & Holtom, 2008). Empirical evidence of job embeddedness is limited (Karatepe & Ngeche 2012). Much of what is known about job embeddedness is based on data from developed countries (Bergiel et al., 2009; Sarah et al., 2015). Besides very few studies has been conducted particularly (Sarah et al., 2015).

Research indeed indicates that the samples, which are derived from the developing sub-Saharan African countries, are largely ignored in service settings (Svensson, Tronvoll & Slatten, 2008). Therefore, it is relevant and significant to test the study relationships in a developing sub-Saharan African country like Kenya. This study follows on Svensson, Tronvoll and Slatten (2008) who recommend need for presenting empirical evidence on JE from developing countries for comparisons across the samples of different countries. It is therefore hoped that the findings of this study will contribute to the work family conflict management and job embeddedness literature in the hospitality industry to fill the existing gaps.

STATEMENT OF THE PROBLEM

High levels of job embeddedness serve to activate motivational mechanisms that make employees with high organization-based self-esteem strive to maintain or enhance their positive self-image. The hospitality industry is a labor-intensive and quality-driven service industry whos most important ingredient is the quality of personnel (Arthur et al., 2016). However the hospitality is facing higher competition in the market for skilled labor in the Hospitality profession and for market share. This is precipitated by work or family management activities which impairs on job embeddedness. An antecedent of work family conflict affects the employees, which make them unable to concentrate on their Job. Individuals find it difficult to balance their roles between family

and work and thus suffer from low job embeddedness. Job embeddedness has been revealed to foretell both turnover intention and voluntary turnover (Ngari, Kilika & Muathe, 2018). Labour turnover has been considered as one of the most troubling issues in the hospitality business. Hotel managers strive to reduce costs resulting from staff turnover. These costs are also said by previous researchers to be those of hiring and training new employees, inconsistent service quality as previous and new staff may perform differently, and loss of customer loyalty. This would be ascribed to lapses in management of conflicts of work and family conflict which leads to decreased job embeddedness, as a result of growing employee speculation that the job and the employer is not an ideal fit with the employee. However, how job embeddedness is developed or what factors cause employees embedded in their jobs to keep them from leaving the organization still requires investigation (Choge, Chepkiyeng & Chelimo, 2014). This has motivated the design of the current study to assess the influence of work family conflict on employee job embeddedness in the hospitality industry in Eldoret, Kenya in order to fill in the existing gap in literature.

GENERAL OBJECTIVE

To determine the influence of antecedents of work family conflict on employee job embeddedness in the hospitality industry in Eldoret, Kenya.

SPECIFIC OBJECTIVES

1. To examine the influence of work role stressors on employee job embeddedness in the hospitality industry in Eldoret.
2. To analyze the influence of work role involvement on employee job embeddedness in the hospitality industry in Eldoret.
3. To examine the influence of work social support on employee job embeddedness in the hospitality industry in Eldoret.
4. To determine the influence of work characteristics on employee job embeddedness in the hospitality industry in Eldoret.

THEORETICAL REVIEW

Conservation of resources theory was advanced by Hobfoll in 1998. COR theory explains employees' motivation to accumulate, protect, expend, and replenish personally valued resources which are used to meet the demands of the work environment (Wheeler & Jonathon, 2009). Resources are those entities that either are centrally valued in their own right (e.g. Self-esteem, close attachments, health, and inner peace) or act as a means to obtain centrally valued ends (e.g., money, social support, and credit)(Hobfoll, 2011). According to the COR model, individuals seek to acquire and maintain resources, including objects (e.g., homes, clothes, food), personal characteristics (e.g., self-esteem), conditions (e.g., being married or living with someone who provides social support, more financial security), and energies (e.g., time, money, and knowledge).

The critique of this theory is that an employee may lose a resource that is valuable but still remains committed in both work and family life. One may be unwell but still able to relate well with others and family. This in itself criticizes this theory which bases on the assumption that loss of valuable resource would automatically lead to stress and in turn affect job embeddedness. Moreover, this theory does not capture the relationship between stress as a resource loss and job embeddedness. Resources that are valued in one context might not be beneficial to another situation or setting.

The relevance of this theory is that when job embeddedness is high there is a result of intense involvement with the occupation hence a person will spend time and energy to become fit for the job which ultimately diminishes their intention to quit. On the basis of COR theory job embeddedness signifies that accumulation of acquiring of unique resources through interactions between employees having in the job and off the job links making them fit better. Kiazad, Holtom, Hom and Newman (2015) have argued that conservation of resources theory offers a parsimonious explanation for the growing nomological network around job embeddedness. Based on the principle of resource investment taken together, COR explains employee motivation to meet the demands of both work and non-work contexts as a function of resource protection, replenishment, and investment whose outcomes are of interest, including job performance, job satisfaction, organizational commitment, and turnover.

RESEARCH METHODOLOGY

Research Design

A research design is a framework or blueprint for conducting a research. It details the procedures necessary for obtaining the information needed to structure or solve the research problems (Robson & McCartan, 2016). According to Kothari and Garg (2014) research design is a plan outlining collection, measurement and analysis that effectively and efficiently enables research operations to be done with ease. Research design anchors a study on a framework of adequate test of variable relationships and structures the enquiry logically (Bhattacharjee, 2012). The study adopted cross sectional research design. According to Cherry (2019) Cross-sectional research design is utilized in studies that takes place at a single point in time and does not involve manipulating variables but allows researchers to look at numerous characteristics at once. In this study, data was collected from a large sample of hospitality industry employees drawn from the whole off Eldoret within a period of six months.

Target Population

Target population is also referred to as the universe. Target population is an aggregation of study elements and refers to all members of a real or hypothetical set of people, events, or objects to which we wish to generalize the findings (Bhattacharjee, 2012). In this study the target population consisted of employees of hospitality industry in Eldoret, Kenya. The accessible population is a subset of the target population. It is the part of the target population the researcher can actually access. For purposes of this study the accessible population was 180 respondents who was drawn

from the star rated hotels in Eldoret. The employees were targeted because they are the victims of work family conflict and could understand their level of job embeddedness as such could give a feedback on the causal relationship between the study variables for purposes of generalization.

Sampling Technique

A two-stage sampling technique was used to narrow down to the employees. Cluster random sampling technique was used to select the star rated hotels. Cluster sampling refers to a type of sampling method in which the researcher divides the population into separate groups, called clusters (Fowler, 2013). Cluster sampling is a sampling plan used when mutually homogeneous yet internally heterogeneous groupings are evident in a statistical population.(Cameron & Miller, 2015). The population within a cluster should ideally be as homogeneous as possible, but there should be heterogeneity between clusters. Individual hotels represented clusters such that each hotel would be proportionately represented depending on the size of its employees. Census approach was used to select the respondents to participate in the research study, but after it has been determined how many from each of the hotels participated.

Sample Size

A sample size of 124 was drawn from a total population of 180 employees to represent the whole population. From the target population of 180, sample size formula modified by Kent and Myers (2008) as cited in Etuk and Akpabio (2014) was used to select a sample size of 124 employees as shown below

$$n = \frac{N}{1+Ne^2}$$

Where: **n** represents the Sample size, **N** represents the Population size and **e** represents the error of Sampling. This study allowed the error of sampling of 0.05.

Data Collection Procedure

A pilot study is a strategy used to test the questionnaire using a smaller sample compared to the planned sample size (Sincero, 2012). Bloomberg, David and Schindler(2011) avers that pilot test is conducted to detect weaknesses in design, instrumentation and to provide proxy data for selection of probability sample. The procedures which was used in pre-testing the questionnaire was similar to those used during the actual data collection. A pilot survey is a replica and rehearsal of the main survey. In this study piloting was done to pre-test the data gathering tool which, in this case, was the questionnaire. This was done to ensure the goodness of the study design.

Data Processing and Analysis

The data that was collected was examined for completeness and consistency. The analytical techniques for data analysis was determined in line with the characteristics of the research design and the nature of data gathered as suggested by (Zikmund, Babin, Carr& Griffin, 2013). The

surveys that was returned was fed into SPSS version 25.0 software for analysis. Data was analyzed by use of Descriptive statistics and inferential statistics. Descriptive statistics was used to describe basic characteristics and summarize data in a straight forward and understandable manner while inferential statistics was used to make inferences from the sample information to the entire population.

RESEARCH RESULTS

The study sought to determine the influence of antecedents of work family conflict on employee job embeddedness in hospitality industry in Eldoret, Kenya. The study was done with a significance level of 0.05. The results are as presented in Table 1.

Table 1: Coefficients of Regression Model Results

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	.841	.408		2.058	.042
Work role stressors	.250	.088	.246	2.859	.005
Work role involvement	.146	.184	.067	2.192	.031

The study findings on work role stressors found out a positive and significant ($\beta = 0.250$; $p = 0.005 < 0.05$), work role involvement ($\beta = 0.146$; $p = 0.031 < 0.05$), influence on employee job embeddedness in hospitality industry in Eldoret town Kenya. This an implication that a unit increase in work role stressors caused 0.250 unit of employee job embeddedness in hospitality industry, a unit increase in work role involvement caused 0.146 unit improvement of employee job embeddedness in hospitality industry, a unit increase in work social support caused 0.208 unit of employee job embeddedness in hospitality industry and a unit increase in work characteristics caused 0.227 unit growth of employee job embeddedness in hospitality industry Therefore the multiple regression model equation was developed from the coefficient as shown in equation 4.1;

$$Y = 0.841 + 0.250X_1 + 0.146X_2 + e$$

The constant implies that at zero work role stressors, work role involvement, work social support and work characteristics there is a 0.841 unit change in employee job embeddedness in hospitality industry.

The hypotheses were tested at a 5% significance level. The rejection/acceptance decision were determined by p values of the study compared to 0.05 level of significance.

H0: Work Role Stressors Has No Significant Influence on Employee Job Embeddedness in the Hospitality Industry in Eldoret

Firstly, the null hypothesis assumes that work role stressors has no significant influence on employee job embeddedness in the hospitality industry in Eldoret. The results show that work role stressors are a significant predictor on the employee job embeddedness ($\beta=0.250$; $p<0.05$). The β factor 0.250 indicates that work role stressors influence the employee job embeddedness by 29.6%. The p value of 0.005 is less than 0.05 indicates the statistically significant influence between work role stressors and the employee job embeddedness. Hence, the research hypothesis that work role stressors has no significant influence on employee job embeddedness in the hospitality industry in Eldoret was rejected at 5% significance level. The findings strongly concur with the findings of Eatough et al, (2011) who noted that the presence of each of the three role stressors had negative impacts on job satisfaction (role ambiguity had the strongest negative relationship and role overload had the weakest), Both role ambiguity and role conflict had significant negative relationships with OCB, in that greater ambiguity and conflict each led to decreased OCB.

H0₂: Work Role Involvement Has No Significant Influence on Employee Job Embeddedness in the Hospitality Industry in Eldoret

Secondly, the null hypothesis assumes that work role involvement has no significant influence on employee job embeddedness in the hospitality industry in Eldoret. The results show that work role involvement is a significant predictor on the employee job embeddedness ($\beta=0.146$; $p<0.05$). The β factor 0.146 indicates that work role involvement influences the employee job embeddedness by 14.6%. The p value of 0.031 is less than 0.05 indicates the statistically significant influence between work role involvement and the employee job embeddedness. Hence, the research hypothesis that work role involvement has no significant influence on employee job embeddedness in the hospitality industry in Eldoret was rejected at 5% significance level. The results concurs with the findings of Jenell and James (2011) asserted that job involvement was positively related to job-parent conflict regardless of the level of parental involvement.

CONCLUSION

On work role stressors and employee job embeddedness, it was concluded that work role stress can be attributed to technological changes, competitive life styles and various other social factors. Job stress is a double-edged sword, it can be both productive and counter-productive It can be productive when it helps or motivates people to work more and perform well. It will allow them to explore opportunities and leads to enhanced job productivity. It can be counter-productive when external factors create more pressure to work but doesn't lead to concrete outcome. Hence, work role stressor is a predictor of employee job embeddedness in hospitality industry in Eldoret Kenya. Further these results are supported by conservation of resources theory which is a widely accepted theoretical posture that emphasizes that stress at job is due to loss of the resources or the threat of a loss and it also focuses on the deeper and additional resilient aspects of social structures.

On the influence of work role involvement on employee job embeddedness, the study concluded that work role involvement entails the descriptions of roles outside of work, which enhances

employee commitment to their work. The study further concluded that the use of more precise, direct measures of involvement, including time spent on, flexibility of, and psychological involvement leads to improved employee job embeddedness. Also, the employees with more psychological involvement in roles and those with roles outside work that are less flexible and more time intensive have less work role involvement, higher turnover intentions, and generally less positive attitudes. Job involvement was positively related to job-parent conflict regardless of the level of parental involvement. This is supported by theory of planned behavior which postulates that before some actual behavior takes place, there is a preceding intention to perform that action. The intention to perform some behavior is referred to as behavioral intention, and it emanates from the reasoning or understanding that exhibiting some manners has some particular result attached to it.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the study recommended that all work life conflicts need to be addressed well in all the organizations as a way of improving performance of the employees. The hospitality industry needs to put more focus on handling stress that may affect the employees in the work place. Correspondingly, the study that recommended that hotel industry should consider adopting work life conflict practices fully as the potential benefits to be realized are enormous. The government has a role to play in ensuring successful implementation of ways of handling the work life conflicts at job. The study found a strong positive significant relationship between work life conflict and employee job embeddedness. The study therefore recommended that there was need to invest in work life conflict systems involving work social support, motivation of employees, employee empowerment as the study determined that information to employees was a key complement of work life conflicts.

The study also recommended that the hospitality industry should improve its whole spectrum of this human resource practices (work life conflicts and management) by adopting sound and cost-effective conflict management strategy. It should also put in place a clearly articulated corporate strategy and risk portfolio. The need for investment in developing organization capability and human resource technical knowhow is also critical. Naturally reducing all forms of work place conflicts is a long-term process which demands both attention from Management side, employees and the Union side. The study therefore recommended adoption of training and motivation mechanisms. Further, the study recommended that the organizations needed to hold regular meetings with suppliers in order to share information on how to handle work conflicts. The study recommends the use of work family conflict theory developed by to generate ideas on work life conflict composed of cultural-cognitive and regulative elements that, together with associated activities and resources give meaning to life.

REFERENCES

- Adebayo, S., & Ezeanya, I. (2011). Effects of Job Autonomy, Task Identity and Profession Among Health Workers in Jos, Nigeria. *European Journal of Social Sciences*, 14(1),116-124.
- Anzam. (2011). Job Embeddedness as a Mediator of the Relationship Between Work and Family Conflict and Leaving Intention. *British Journal of Social Psychology*, 9(4), 83-86.
- Arthur, N., Opoku, M., Abigail., Osei, O., & Nicodemus. (2016). Stay or Leave? Using Job Embeddedness to Explain Turn over Intention among Hotel Staff in Ghana . *Journal of Management Research*, 8 (3),12-30.
- Baker, C., & Ciuk, S. (2015). Keeping the Family Side Ticking Along. An exploratory Study of the Work Family Interface in the Experiences of Rotational Assignees and Frequent Business Travellers . *Journal of Global Mobility*, 3(2), 137-154.
- Bergiel, E. B., Nguyen, V. Q., Clenney, B. F., & Taylor, G. S. (2009). Human Resource Practices, Job Embeddedness and Intention Toquit. *Management Research News*, 32(3), 205–219.
- Bhattacharjee, A. (2012). *Social Science Research: Principles, Methods, and Practices*. London. Sringer Publication.
- Bindu, C. (2016). Work Role Stressors and Employee Outcomes: Investigating the Moderating Role of Subjective Person Organization and Person-Job Fit Perceptions in Indian Organizations. *International Journal of Organizational Analysis*, 24 (3),390-414.
- Blomme, R. J., Van Rheede, A., & Tromp, D. M. (2010). Work Family Conflict as a Cause for Turnover Intentions in the Hospitality Industry. *Tourism and Hospitality Research*, 10(4), 269-285.
- Boran, T., & Sedat, Ç. (2017). Job Embeddedness Among Hospitality Industry Employees:An Empirical Study in Alanya. *Anadolu University Journal of Social Sciences*, 17(3), 73-86.
- Brody, H., Jessica, M. G., & Lynne, D. (2016). Job Embeddedness Demonstrates Incremental Validity When Predicting Turnover Intentions for Australian University Employees. *Front Psychol*, 7(4),582-597.
- Bukirwa, S., & Kising'u, T. (2017). Influence of Competitive Strategies on Organizational Performance of Hotels in Kenya (Asurvey of hotels in Mombasa County). *strategic Journals for business change and management*, 4 (10),138 - 158.
- Burrell, G., & Morgan, G. (2017). *Sociological Paradigms and Organisational Analysis: Elements of the Sociology of Corporate Life*. Routledge.
- Burton, J. (2010). The Buffering Effects of Job Embeddedness on Negative Shocks. *Journal of Vocational Behavior*, 76(3), 42-51.
- Field, A. (2009). *Discovering Statistics using SPSS: and Sex and Drugs and Rock 'n' Roll. (3rd Ed.)*. London: Sage Publication.
- Ford, M., Heinen, B., & Langkamer, K. (2007). Work and Family Satisfaction and Conflict: A Meta Analysis of Cross Domain Relations. *Journal of Applied Psychology*, 92(1),57-80.
- Fowler, J. F. (2013). *Survey Research Methods* . Sage Publications.
- Ghosh, D., & Gurunathan, L. (2015). Job Embeddedness: A Ten-year Literature Review and Proposed Guildlines. *Global Business Review*, 16(5), 856-866.

- Glavin, P., & Schieman, S. (2012). Work Family Role Blurring and Work Family Conflict: The Moderating Influence of Job Resources and Job Demands. *Work and Occupations*, 39(1), 71-98.
- Golden, L., Henly, J. R., & Lambert, S. (2013). Work Schedule Flexibility: A Contributor to Happiness? *Journal of Social Research & Policy*, 4(2), 107-119.
- Grant, A. M., & Parker, S. K. (2009). Redesigning Work Design Theories: The Rise of Relational and Proactive Perspectives. *The Academy of Management Annals*, 3(1), 317-375.
- Gratton, C., & Jones, I. (2010). *Research Methods For Sports Studies*. Routledge.
- Gugup, K. B., & Riwi, W. (2004). The Effect of Job Embeddedness on Organizational Citizenship Behavior The Mediating Role of Sense of Responsibility. *Gadjah Mada International Journal of Business*, 6(3), 335-347.
- Gulsah, K. (2014). Organizational Career Growth and Turnover Intention: An Application in Audit Firms in Turkey. *International Business Research*, 7(9), 67-76.
- Gurbuz, S., Turunc, O., & Celik, M. (2013). The Impact of Perceived Organizational Support on Work-Family Conflict: Does role Overload Have a Mediating Role?. *Economic and Industrial Democracy*, 34(1), 145-160.
- Halbesleben, J. R., Harvey, J., & Bolino, M. C. (2009). Too Engaged? A Conservation of Resources View of the Relationship Between Work Engagement and Work Interference with Family. *Journal of Applied Psychology*, 94(6), 1452-1479.
- Halbesleben, J. R., Neveu, J. P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to the "COR": Understanding the Role of Resources Inconservation of Resources Theory. *Journal of Management*, 40(3), 1334-1364.
- Hammer, L., Kossek, E., Yragui, N., Bodner, T., & Hanson, G. (2009). Development and Validation of a Multidimensional Measure of Family Supportive Supervisor Behaviors (FSSB). *Journal of Management*, 35(4), 837-856.
- Hansez, I., & Chmiel, N. (2010). Safety Behavior: Job Demands, Job Resources, and Perceived Management Commitment to Safety. *Journal of Occupational Health Psychology*, 15(3), 267-283.
- Hassan, Z., Dollard, M. F., & Winefield, A. H. (2010). Work Family Conflict in East vs Western Countries. Cross Cultural Management. *An International Journal*, 17(1), 30-49.
- Hobfoll, S. E. (2011). Conservation of Resource Caravans and Engaged Settings. *Journal of Occupational and Organizational Psychology*, 84(1), 116-122.
- Ikechukwu, O. E., & Thandokazi, L. M. (2017). Length of Service Versus Employee Retention Factors: Hotels in Cape Town, South Africa. *Acta Universitatis Danubius*, 13(2), 245-263.
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2014). The Effect of Job Embeddedness on Organizational Citizenship, Job Performance, Volitional Absences, and Voluntary Turnover. *Academy of Management Journal*, 47(5), 711-723.
- Leung, L., & Zhang, R. (2017). Mapping ICT Use at Home and Telecommuting Practices: A Perspective from Work Family Border Theory. *Telematics and Informatics*, 34(1), 385-396.
- Lin, J., Wong, J., & Ho, C. (2013). Promoting Frontline Employees' Quality of life: Leisure Benefit Systems and Work-to-Leisure Conflicts. *Tourism Management*, 36(3), 178-187.

- Masuda, D. A., Poelmans, A. S., Allen, D. T., Spector, E. P., Lapierre, M. L., Cooper, L. C., et al. (2012). Flexible Work Arrangements Availability and their Relationship with Work-to-Family Conflict, Job Satisfaction, and Turnover Intentions: A Comparison of Three Country Clusters. *The International Association of Applied Psychology*, 61 (1),354-378.
- Maxwell, J. A. (2012). *Qualitative Research Design: An Interactive Approach*. London. Sage publications.
- McDonald, J. H. (2017). *Homoscedasticity and Heteroscedasticity*. London. Sage Publication.
- Tabachnick, B., & Fidell, L. (2007). *Using Multivariate Statistics*. (5th Ed.). Boston: Pearson Education Inc.
- Tabassum, A. (2012). The Impact of Social Support on Work-to-Family and Family-to-Work conflict: An Analysis on The Female Primary School Teachers of Bangladesh. *International Journal of Research Studies in Management*, 1(2), 67-78.
- Tanova, C., & Holtom, B. (2008). Using Job Embeddedness Factors to Explain Voluntary Turnover in Four European countries. *The International Journal of Human Resource Management*, 19(9),1553-1568.
- Tavakol, M., & Derrick, R. (2011). Making Sense of Cronbach's Alpha. *International Journal of Medical Education*, 2(2),53-55.
- Terence, R. M., Brooks, C. H., Thomas, W. L., Chris, J. S., & Miriam, E. (2017). Why People Stay: Using Job Embeddedness to Predict Voluntary Turnover. *Academy of Management Journal*, 44(6),457-481.
- Vanishree, P. (2014). Impact of Role Ambiguity, Role Conflict and Role Overload on Job Stress in Small and Medium Scale Industries. *Journal of Management Science*, 3(1),10-13.