

The Impact of Work-Family Conflict on Turnover Intentions: The Moderating Role of Perceived Family Supportive Supervisor Behavior

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Abstract

Despite broad examination of predictors for turnover and turnover intentions, most studies have concentrated on attitudinal and behavioral facets of individual employee. Although the literature on work-family conflict and turnover intention is quite extensive, previous research has not examined the resource gains and social support as moderators by relating these with work-family conflict and turnover intentions. The aim of this study is to examine the effects of work-family conflict and family-work conflict on turnover intentions by considering family supportive supervisor behavior as a moderator. Hypothesizes of this research is that the perceived family supportive supervisor behavior moderates the relationship between work-family and family-work conflict on turnover intentions. Sample data is collected from 250 respondent doctors working in the hospitals of two major cities in Pakistan which lack in supervisor support and where tough schedules are followed. Demographic variables and correlation analysis was conducted to identify work-family conflict, family-work conflict and turnover intentions. Multiple regression analysis was applied to empirically test the proposed hypotheses and process macro test run for moderation. Reliability of each part of instrument was calculated which was in acceptable range. Experimental analysis of the research verifies the hypothesis that there is a buffering effect of family supportive supervisor behavior on the relationship of work-family and family-work conflict regarding turnover intentions. To illustrate the proposed framework, theoretical and practical implications are discussed in detail.

Keywords: Work-family conflict; Family-work conflict; Turnover intentions; Family supportive supervisor behavior

Introduction

Turnover is the specified term defined as “Employees voluntarily or involuntarily withdrawal from the organization. By turning this view, represent the employee plans about to stay or continue the job in the particular organization [1,2]. Turnover intentions bring up the estimation about the chances to leave an organization at some specified point close to the future. Turnover intentions are also notable as the “immediate indication to turnover behavior” and employees leave the organizations to get some other opportunities [3-5]. Voluntary and involuntary turnover both made reason for the incursion of significant cost in the following two terms of direct cost and indirect cost. Direct cost includes recruitment, replacement and selection as well as to deal with the temporary staff and time management issues. Indirect cost is more significant cost than direct cost because it affects the morale of rest of the staff and also exert pressure on them, except it cost of learning, organizational memory, affects the quality related to product and services and the loss of social capital [6].

From the last three decades a dramatic step-up in the research focused on the topic of work-family conflict [7]. It has concluded from the existing literature that work-family conflict has primal entails for both the organizations and individuals and has recognized work-family conflict has acknowledged as the most studied domain of work-family matters [8,9]. Work-family tensions are growing due to the changing demographic, work environment, and family trends [10]. The apace age factor in population eventuate the growing number of working couples who pay attention and care for their children and aging parents [11]. Work-life stress occurred when the number of single parents has grown in the workforce, because of high rate of divorces and of births “one-third” outside of marriage [10]. These statements made challenge for researchers and organizations to find out the solutions to trim down the employees’ work-family conflict [11]. In the recently qualitative study determined the main causes are scheduling conflicts that why people face work-family conflict [12].

Work-family conflict refers to “a form of inter role conflict in which the general demands of time devoted to, and strain created by the job interfere with performing family-related responsibilities”, and family-work conflict refers to “a form of inter role conflict in which the general demands of, time devoted to, and strain created by the family interfere with performing work-related responsibilities” [13]. In 2007, a group of scholars have developed a comprehensive definition of work-family supportive managers. Hammer and Daniels [14] proposed that they are the persons who acknowledged the reciprocal order of responsibilities of working employees and their families housed within organizations.

To continuing the debate with this statement defined supervisor work-family support as an employees perceptions about his supervisor that he cares him in respect to his work-family well-being [15]. It is demonstrated by supervisory helping behaviors to resolve work-family conflicts or attitudes such as empathy with one’s desire to keep balance in his work and family life. FSSB is one type of social support and can be defined as “those behaviors represents support to the families [16,17]. The theoretical framework will first explain the direct relationship between work-family conflict and turnover intentions. This will illustrate in what situations turnover can occur and why work-family conflict may lead to turnover intentions. Second, the moderating role of FSSB on the relationship between work-family conflict, Family-work conflict and turnover intentions will be described, including the reason for this possible moderation. In this way, it will be clear how the direct relationship is influenced by the moderating variable FSSB.

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Contribution of the study

This study is relevant based on the objectives for several reasons. First, By reviewing the prior research there are some gaps come into sight, Researchers stress hard to find the relationship of two types of conflict (work-family conflict and family-work conflict) with the potential moderator (family supportive supervisor behavior). In the prior study, Perceived Family Supportive Supervisor Behavior did not use as a moderator with the relationship of Work-family conflict/family-work conflict and turnover intentions. FSSB is the supportive behavior of supervisor towards his employees. It is defined as a multidimensional super ordinate construct include emotional support and instrumental support concerning family demands, in addition to role modelling behavior and creative (WFM) work-family management [16,18]. Turnover intentions cited to employees' willingness to withdraw from an organization and in the result turnover may occur, which is a serious problem in the hospitals [19-21].

Second, there is a need for more empirical research on health sectors because according to the facts and figures about the doctor turnover and their causes to leave mentioned in the economic analysis 2015 and in (Pakistan census bureau). Due to the shortage of doctors, country is facing tough time to meet the need of the patients, there were many causes to leave the doctors but the most important cause is the lack of supportive environment and the supportive supervisor. To examine this problem and conclude a specified decision we will check the effects of Work family conflict on turnover intentions in the presence of potential moderator. Third, to foresight the "human capital" available for health care services in Pakistan it came to know that it has gradually improved over some specified period of time. There are 100131 doctors and 18029 specialists registered with the Pakistan Medical and Dental Council [22]. Except these 6374 general practitioners and 387 specialists registered as dental surgeons.

According to the annual output almost 5000 medical graduates are from both government and private medical colleges. The current ratio is that 1 doctor/1310 patient is below the "International recommended ratio" which is 1doctor/thousand patients [23]. There are several reasons to leave the hospitals due to the migration, which are as follows; there is no better system for medical education, less pay, security problems and the major and important issue is to provide better life to the families [24]. The analysis by (Bureau of Emigration and Overseas Employment) examined that almost (1850) doctors go abroad for better environment of workplace where they work so that to improve quality of life [25]. PMDC Pakistan Medical and Dental Council represent the figures registered doctors in Pakistan "137790" [22].

Forecasting about future of Pakistan is that this will confronted with the problem regarding shortage of physician ranging from (57900 and 451102) in 2020. By assuming the future need the dilemma of physician in our country has gone towards the problems. A doctor's life in Pakistan is very tough started from the student life to become a doctor. Mostly the doctors working in private institutes are not facing these kinds of problems because these institutes provide the better environment to the doctors so that to maintain their Goodwill [26]. Government hospitals are the large hospitals with the huge pool of patients (come from the urban as well as from the rural areas where the facilities are not available) and the ultimately pressure exerts on the doctors working in the urban hospitals. So the doctors in their training years confronted with full of stress time period with no ease regarding the good environment and the supervisor support. Lack of structured career and tenure track system for the graduate doctors has in India and other developed countries [26].

Forth, A study conducted by Neal et al. shown the range from (9 percent to 13 percent of Americans live together with the persons their age range from (30 to 60) and this responsibilities ultimately on the shoulders of dual earner couples [11]. The changing occur in the "(SBE)service based economy" people force to work in tough schedule, nonstandard hours requiring them to manage the family requirements and responsibilities with the awkward duty hours. Finally, the (NCSW) shown that 2/3 means almost 67 percent of working parents think they have no sufficient time to give their families. Almost 50 percent of all workers express their feelings that they don't even time for their spouses 63 percent and surprisingly fact they don't have time for themselves even 55 percent [27].

Dual earner ratio of some families is also common in the adult and young couples mostly in (OECD) countries. Few countries such as "Mexico, japan and Turkey" are seen mostly the single earner families than dual earners. As in most past there were men earner era, but still the responsibility of men in couple to earn, women are working but for part time jobs. The ratio is 50-50 or 50-70 percent of earners this is the most usual arrangement just in a few countries; Such as "United kingdom, Austria, Switzerland" also in the Netherlands. Tough schedule and Long working hours and less better working environment, lack of care provision are most problematic situations in the two countries studied, where an extraordinary heavy burden on "married women". In Korea 46 percent of workers working for more than forty nine hours/week. As in Japan this ratio is 28 percent worker working for more than fifty hours. If we calculate the average weekly working hours of workers are 43.1 in 2006 [28].

By analysing "provision of child care services" which are absent in these countries. Given the severe incompatibility between work and family responsibility, employed mothers are forced to choose between either dropping their jobs or searching for informal childcare from family members. The gender roles are transforming, observed in society as a mirror of its culture and traditions, if we say the same ratio is for the Pakistani culture it will be true. The responsibilities of the Females in Pakistani society are typically domestic, especially after marriage. But it appears to be changing in last few years, particularly in the urban areas such as cities of Pakistan. It is observing that an increasing number of females now started to work on jobs after marriage as well. Several reasons can urge the women to do work the reasons such as "a rising the ratio of educated women" "in the diverse economy of Pakistan a need for greater earnings to make ends meet and so on"

Literature Review

Turnover intention is seldom briefly defined in reported studies [29]. He further examined that many researchers analysed that "turnover intention is the final step in the process of decision-making though a person actually leaves from organization where he works" [30-33]. Therefore, Turnover intention can be determined as an individual's intention (conation) related to his behaviour. Fishbein and Ajzen's exhibit planned behavior of an employee to leave the organization [34]. According to Lacity and Rudramuniyaiah [35] turnover intention is defined as "the extent belongs to the thought process of an employee to leave the organization [36,37]. It is presumed by Role theory that people have inadequate resources for example time and energy to manage several roles and these diminishing roles create problem for the official to tackle the requirements and demands of each role [38]. Although WFC' is bidirectional experiences [39].

According to Kahn et al. represent the cornerstone study on the topic of work-family conflict and offered the following definition" a

form of inter role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” explained as to perform work/family role create difficulty to perform family/work role [38]. To see this concept with different angle that consume more time and energy in one role made reason to not perform/to cope with the requirements and demands of another role. However, in the result of this rising pressures and occur inter role conflict [40]. Work-family conflict is one kind of inter role conflict in which both work and family are mutually exclusive [41]. In addition, work-home conflict is a linking mechanism of negative interdependencies between work and home roles, which explains how one role can affect another role negatively and enhances our understanding of the work-home interface explored that work and family conflict is a mechanism in which these roles are reciprocally linked [42,43].

According to the Role theory proposes that multiple roles can lead to personal conflict, because it is more difficult to perform each role in a successful way. When the clash of time management, contradiction in behaviors and energy deficient, conflict come into exist [38,41]. This inter-role conflict can prompt to strain on the individual. Furthermore, work and family roles have some distinct requirement may create stress in two ways. Where there are role expectations there would be role overload in the work and family domains. To outlook regarding Roles either work/family can force an individual to prevail the time and contradiction with the role prospect definitely affects the other role [44]. The COR theory postulate that individuals impelled to stay clear from the resource loss [45]. Where there are contradiction between demands and resources, harmful consequences may occur such as turnover intention, burnout and psychological as well as physical complaints [46]. Job stressors includes high job demands actuate stress because ultimately resources get down [46,47].

Foreground the grandness of exploring this term, For example, problems regarding family can lead to work-related outcomes for example job dissatisfaction [48,49]. Further discussed by Allen and Gale [48] Eby et al. [49] that work-family conflict occur when factors related to work problems may harm the family life for example life dissatisfaction. Overall it is concluded that work-family conflict can negatively influence the individual, his family and the organization where he works [48,50]. To explore the turnover intentions behavior to quit or leave an organization higher the absenteeism rate, examined that low organizational commitment, pessimist about career [48,51]. Employees performance get down caused by attitudes [49,51] satisfaction connate to career and also the thoughts proceed towards career resilience [52,53].

However, experiences of WFC have been demonstrated to be crucial in determining working adults’ life quality, well-being and psychosocial functioning [54]. Prior studies on the effects of high work-family conflict can be categorized into work/family domain variables, work specific variables for example, increasing job requirements and job engagement, less support on workplace and less ease regarding schedule. Family specific variables for example, strain arouse in family, increasing number of children and less support comes from family except work/family specified variables there are some other variables based on individual or demographic [55,56]. Work-family conflict/family-work conflict originates from the work/family role. A meta-analysis represents the support for this statement meant to be supposition [56,57]. prior studies have shown the significant effects of work domain connate to work-family conflict than with family-work conflict and in case of prevenient of family domain referent to family-work conflict than work-family conflict, results were not same all the time they may vary to some extent.

Numerous studies have analysed the relationship between high work-family conflict and potential consequences for example, higher emotional exhaustion, higher turnover intentions, and lower job performance. A meta-analysis supports these relationships [58]. Consistent with this discussion about predictors of WFC and FWC, the results of meta-analysis by Michel et al.’s that work role stressors for example [57], “job stressors/role ambiguity, role conflict and role overload and the other domain” family role stressors for example, family stressors, role ambiguity, role conflict and role overload are positively and significantly related to Work-family conflict and family-work conflict respectively which lead them to towards negative outcomes for example turnover intentions. In general, work-family conflict or family-work conflict has been studied with the job-related and non-job-related outcomes. One of the main consequences to create balance within work and family demands is the turnover intentions. Turnover intentions are the commonly studied job-related outcome in work-family conflict literature [59]. According to Boyar, et al. that when employees confronted with work-family conflict and family-work conflict, they tend to leave the organization to forefend the work-family conflict [60]. There are several models and their results between work-family conflict/family work conflict and turnover intentions in the different targeted populations.

Research described that where work-family conflict turned too high on the workplace there were the ultimate solution is to leave the organization. It is believed that high tier up of work-family conflict are damn possible to affiliated with increased level of turnover intentions [61]. Research has also examined the connection between work-family conflict and potential outcome variables. Research exhibit that higher levels of work-family conflict is linked with undesirable outcomes, for example chronic health outcomes, lower job performance and higher turnover intentions [60]. So that the following hypotheses can be formulated.

H1: There is a positive and significant relationship between the Work-family conflict and turnover intentions.

H2: There is a positive and significant relationship between the Family-work conflict and turnover intentions.

Family supportive supervisor behaviour

FSSB is one type of social support and can be defined as” that behavior represents support to the families of the workers [16]. This definition comprises four dimensions of FSSB, first is emotional support, second is instrumental support, third one is role modeling behaviors and finally, creative work-family management. Under the broader dimension of family supportive supervision, the four dimensions are arranged hierarchically [14]. A hierarchical model is developed by this model represents the constructs of FSSB [42]. There are four dimensions of FSSB described in detail, in which first one is emotional support, which is defined as the one’s perceptions that he is being cared for and he feel relax to get support when needed [16]. Emotional support includes that there is no communication gap between supervisor and employees and supervisor know about their family and how much his subordinates committed to their personal life [16]. It also involves the degree to which supervisors make employees relax to discuss the family related issues, give respect, better understanding and show sympathy towards family obligations [16].

The second one dimension is instrumental support which is defined as “It is the functional aspects that to provide the good environment and flexible schedule so that the employees feel free to manage his

work-family requirements in such a way that to perform well as required [16]. Instrumental support includes daily based resources, employee needed at every step of life, these all resources provided by the supervisor to assist employees to manage their responsibilities in work and family roles successfully [16]. The third one dimension is role modeling behavior it is defined as "the supervisors behavior towards their subordinates in such a way that to showing how to tackle the work and family requirements at the same time through modeling behaviors at their workplace [16]. Role modeling behavior includes list of strategies and behaviors in which these behaviors actually give the way to preferred work-life outcomes, For example: guide employees through giving advice about helpful strategies to carry off work and family requirements in such a way that to make it successful or sharing ideas about these strategies [16].

The fourth and last dimension of FSSB is creative work-family management. It is defined as the "managerial-initiated actions to restructure work to facilitate employee effectiveness on and off the job" [16]. The main purpose of this dimension is to fulfillment of organizational goals that their clash will not bother the work-family balance of employees [16]. Consistent with this statement, FSSB can help with an employee's desire to seek balance between work and family responsibilities [62]. Empirical evidences provided that FSSB are positively linked with task performance [63] in another study it is proved that FSSB are also linked with organizational citizenship behavior and with job and family satisfaction as well as with work-family balance [55,63-65].

In addition, with the use of two family-friendly employment practices such as "flexible working hours and request for family leave". FSSB are negatively related to higher turnover intentions [63] associated with increased work-family conflict and family-work negative spillover as well [55,65]. Moreover, FSSB have been conceptually linked with team performance and cohesion [66]. Furthermore, in a meta-analysis it has been foreseen that supervisor supportive behavior is positively associated with the perception of employees organizational support and work/family organizational support and are negatively associated with work-family negative spillover [15]. By reviewing the above mentioned outcomes, it is concluded that FSSB are crucial to employees' work/family outcomes. Although the connection of FSSB and employees' consequences w.r.t conflict has attracted the scholars, the aim of this study is to check the buffering effects of FSSB on the relationship of WFC/FWC and turnover intentions.

Recent research has demonstrated that "a multilevel conceptual framework" to acknowledge the individual-level and contextual-level antecedents and consequences of FSSB [66]. To recognize the behaviors of supervisors they should perform to assist the employees so that to carry off work/family demands. Scholars have delineated FSSB (family-supportive supervisor behaviors) as those behaviors executed by supervisors that are supportive of subordinates' families [16]. Empirical research on the work-family perspective, had exhibited that supervisor's support is a most important resource that can diminish the negative influence of work/family stressors [62,67]. This is because most of the researchers studied FSSB and checked its influence, as an independent variable or a mediator [68]. This having the question that to check the impact of FSSB as the potential moderator and also examine how FSSB, moderate the relationship between WFC/FWC and turnover intentions. Prior research cannot give a clear answer to this research question [69].

By using COR theory value congruence leads the employees to get proper emotional and instrumental support from their supervisor, because value congruence basically act as a resource for employees.

The specific support from the supervisor may affect to the extent to which "value congruence" have strong impact on the "employees perception" about the fairness in the matter of work-family support. This is concluded that supervisor support to facilitate the families of subordinates basically a resource [55]. Consistent with COR theory" when employee experience both effects of 'increase value congruence' and 'increase supervisor support' in predicting the fairness about work-family support should be multiplicative not the additive". Role theory is also designed for the understanding of relationship between "social support and work-family conflict" Consumption of resources may reduce by availing social support which is needed to perform some work activities [70].

When fewer resources consume by individuals in one role. They required enough resources to fulfill the requirements/demands regarding another role, which turning the view toward the negative relationship between "social support and work-family conflict" [71]. In a meta-analysis conducted by Michel et al. examined that social support associated with work can be in different scenario/terms such as "organizational support/supervisor support/coworker support" and social support associated with family can be in different terms such as "family support/spousal support, so these supports are negatively connate with Work-family conflict and family-work conflict [57]. A study by DiRenzo et al. proposes that "family-supportive supervision" is negatively referent to "work-family conflict" [72]. The outcome of the conflict has been occurred in different shapes such as "high rates of burnout/turnover intentions/absenteeism/health problems and psychological strain [58]. so that the following hypotheses can be formulated.

H3: Perceived Family Supportive Supervisor Behavior moderates the effect of work-family conflict on turnover intentions, such that the positive effect of work-family conflict on turnover intentions is weaker among hospital employees (physician) with higher Perceived Family Supportive Supervisor Behavior.

H4: Perceived Family Supportive Supervisor Behavior moderates the effect of Family-work conflict on turnover intentions, such that the positive effect of Family-work conflict on turnover intentions is weaker among hospital employees (physician) with higher Perceived Family Supportive Supervisor Behavior (Figure 1).

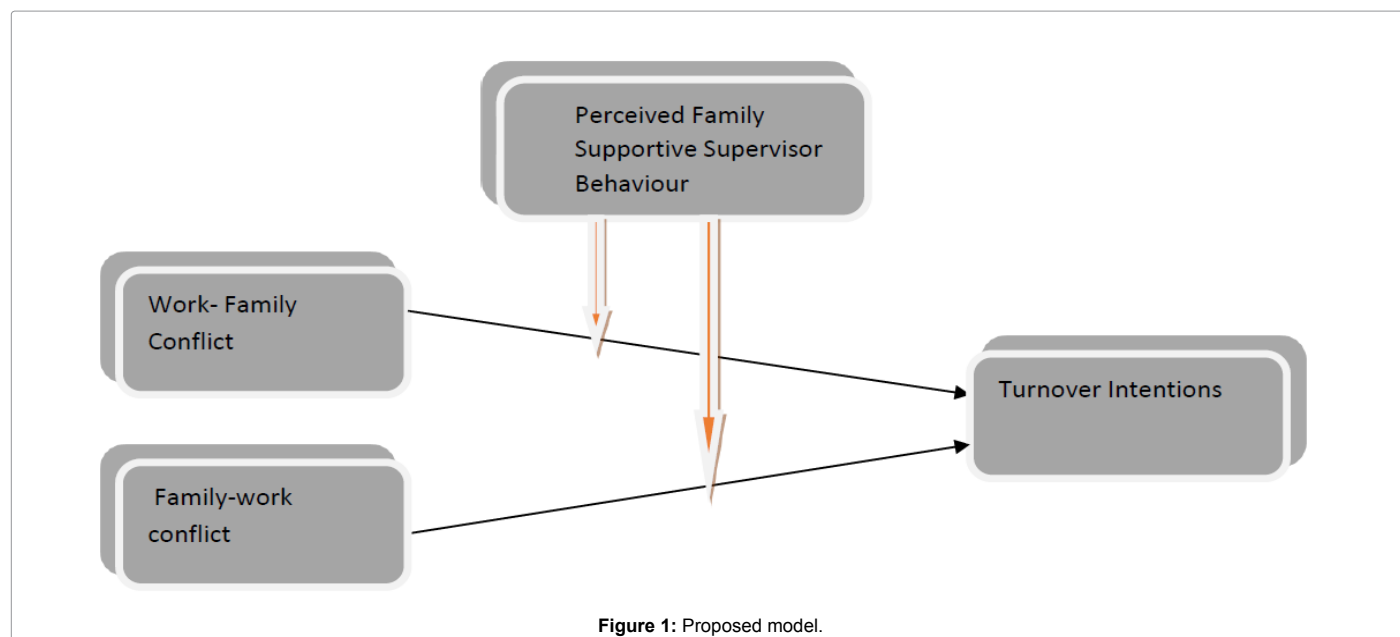
Methods

Sample and procedure

The present study gathered data from a sample of employees working in the government hospitals of Faisalabad and Lahore. These employees had very tough and long scheduled jobs. They had to entertained the galaxy of patients comes from the urban as well as rural areas. Permission was given by three hospitals of Faisalabad (Allied hospitals, District headquarter DHQ, and General Hospital of Ghulam Muhammad Abad) and the three hospitals of Lahore included (Services hospital, Jinnah hospital and Ganga Ram hospital). However, the head of department did not permit to directly contact with the doctors. Therefore, 250 questionnaires consisted of confidentiality. From 250, there were 160 questionnaires retrieved, yielding a response rate of (64%).

Measurement

In designing the survey instrument, the relevant studies were canvassed to follow the questionnaires. Already established tools have been followed to collect data. Eight items from Grzywacz and Marks were used to measure two directions of work-family conflict. Work-



family conflict and family-work conflict measured using four items each. Sample item of work-family conflict is (My job reduces the effort I can give to activities at home?) and of family-work conflict (Responsibilities at home reduce the effort I can devote to my job?) Eight items from Mitchell's employee turnover intentions scale used to measure turnover intentions sample item is (I often think about leaving my job?) Perceived family supportive supervisor behavior measured using [16] fourteen-item FSSB measure with the sample item (My supervisor is willing to listen to my problems in juggling work and non-work life?) Response rate were checked by "five-point-Likert-scale", starting from (1) coded as "strongly disagree" to (5) "strongly agree". The values of alpha more than 0.70 are considered reliable. In this study the Cronbach's Alpha of work-family conflict was 0.897 likewise the Cronbach's alphas of family-work conflict was 0.936 and turnover intentions was 0.935 and Family supportive supervisor behavior was 0.968 Cronbach's Alpha respectively.

Results

Respondent's profile

Table 1 shows the demographic profile of respondents. In Faisalabad, there were 55 respondents from Allied hospital, 46 from DHQ and 10 from General hospital Ghulam Muhammad Abad and their percentages were 34.4%, 28.8% and 6.3% respectively. Likewise, In Lahore, there were 30 Doctors from services, 13 doctors from Jinnah hospital and 6 doctors from Ganga Ram hospital and their percentages were 18.8%, 8.1% and 3.8% respectively. There were 41 male doctors and their percentage was 25.6% and there were 119 female doctors with percentage were 74.4%. There were 16 doctors were less than 25 with the percentage of 10%. Likewise, there were 105 doctors in the range of 25 to 30 years with the percentage of 65.6%. As there were 1 physician in the range of 30 to 35 years with 6%, and 38 doctors in the age range of 35 to 40 with 23.8%. There were 106 doctors in hospitals that were married and their percentage was 66.3%. Likewise, there were 54 unmarried doctors with 33.8%. In all six hospitals, there were 6 designations were chosen. Firstly, 19 House Officers with the percentage of 11.9%. Then 62 Medical Officer with the percentage of 38.8%. Similarly, 18 First Year Residents (FCPS) with the percentage of 11.3%. 26 Second Year

Residents (FCPS) with the percentage of 16.3%. 11 Third Year Residents (FCPS) with the percentage of 6.9%. Finally, 24 Fourth Year Residents (FCPS) with the percentage of 15% were participated.

Table 2 shows the means, standard deviation and the correlations of measurement variables the exploration of descriptive statistics about the research variables and showing the correlations between the variables. Correlation is a statistical tool by which we can estimate the nature of the relationship between two or more variables. The mean value of work-family conflict is 3.84. This value represents the entire sample's work-family conflict. Then the mean value of family-work conflict is 3.80 which is representing the entire samples' family-work conflict. Similarly the mean values of Turnover intentions are 3.67. This value of the mean is representing the entire samples' turnover intentions. The mean value of Family supportive supervisor behavior is 2.21 which represent the entire support of supervisor towards its subordinates. Standard deviation of work-family conflict is 0.898 which means the value is ± 0.898 disperse from the mean then the standard deviation of family-work conflict is 1.032 which means the value is ± 1.032 scatter. Similarly the standard deviation of TI is 0.973 which means the value is ± 0.973 disperse from mean of TI. Similarly, the standard deviations of FSSB are 0.915 which means the value are ± 0.915 disperse from the mean of FSSB.

In this study, correlation was measured between independent variables (such as work-family conflict and family-work conflict) dependent variable (such as Turnover intentions) moderating variable (such as FSSB). The standard range of correlation is from -1 to +1, the positive sign represents that the variables have a positive relationship with each other. If one variable is increasing or decreasing, then the other variable is also increasing or decreasing in the same direction. And negative sign represents that the variables have a negative relationship with each other. If one variable is increasing, then the other variable is decreasing in the opposite direction and vice versa. It is noted that WFC ($r=0.700$ $P<0.01$) were positively related to FWC. In addition, WFC ($r=0.540$ $P<0.01$) were positively related to turnover intentions. Furthermore, WFC ($r=-0.474$ $P<0.01$) were negatively related to FSSB. Similarly, the FWC ($r=0.595$ $P<0.01$) were positively related to TI and ($r=-0.599$ $P<0.01$) were negatively related to FSSB. Also, TI ($r=-0.670$ $P<0.01$) were negatively related to FSSB.

Demographic Variables	No. of Respondents from Hospitals	Frequency	Percent%
Allied Hospital FSD		55	34.40%
DHQ (civil) FSD		46	28.80%
General GMABad FSD		10	6.30%
Services Hospital LHR		30	18.80%
Jinnah Hospital LHR		13	8.10%
Ganga Ram Hospital LHR		6	3.80%
Gender			
Male		41	25.60%
Female		119	74%
Age			
less than 25		16	10.00%
25 to 30		105	65.60%
30 to 35		1	0.60%
35 to 40		38	23.80%
Marital Status			
Married		106	66.3
Unmarried		54	33.80%
Designation			
House Officer		19	11.9
Medical Officer		62	38.80%
1 st Year Resident (FCPS)		18	11.30%
2 nd year Resident (FCPS)		26	16.30%
3 rd Year Resident (FCPS)		11	6.90%
4 th Year Resident (FCPS)		24	15.00%

Table 1: Demographic profile of the respondents.

Serial No.	Variable	Mean	Std. Deviation	1	2	3	4
1	Work-family Conflict	3.84	0.898	1 (0.897)			
2	Family-work Conflict	3.8	1.032	0.700**	1 (0.936)		
3	Turnover Intentions	3.67	0.973	0.540**	0.595**	1 (0.935)	
4	Family Supportive supervisor Behaviour	2.21	0.915	-0.474**	-0.599**	-0.670**	1 (0.968)

Note: N=160, **correlation is significant at the 0.01 level (2-tailed).

Table 2: Mean, Standard Deviation and Correlation.

Test hypotheses: WFC, FWC and turnover intentions

Table 3 shows that the effects of independent variable on the dependent variable, such as the work family conflict have the significant positive effect on turnover intentions ($\beta=0.585$, $p<0.01$). The value of $r^2=0.292$. It shows that work-family conflict explained 29% variance in Turnover intentions. The overall fitness of the regressed model is obtained from value of $F=65.181$. The effects of family-work conflict on the turnover intentions, such as the family-work conflict have the significant positive effect on turnover intentions ($\beta=0.561$, $p<0.01$). The value of $r^2=0.354$. It shows that Family-work conflict explained 35% variance in Turnover intentions. The overall fitness of the regressed model is obtained from value of $F=86.590$.

Moderation analysis

In Table 4, HLRM was used to test the hypothesis. In first step, we regress work family conflict and family supportive supervisor behavior on Turnover intentions to check that is there any relationship of moderator with the dependent variable. The effects indicate that work family conflict has the positive impact on turnover intentions ($\beta=0.311$, $p<0.01$) that as the work family conflict increases the turnover intentions also increases. The effect of family supportive supervisor behavior ($\beta=-.567$, $p<0.01$). In second step, to test the moderation we regress interaction term of work-family conflict and family supportive

supervisor behavior on turnover intentions. The interaction term is significant ($\beta=-0.200$, $p<0.01$). This shows significant moderation effect.

Table 5 shows the buffering effect of the model. Family supportive supervisor behavior moderated a relationship of work family conflict as well as Turnover intentions. As increases Family supportive supervisor behavior it weakens the effect of work family conflict on Turnover intentions. Thus, the results proved the (hypothesis 3) (Table 6).

To test the (hypothesis 4) In first step, we regress family-work conflict and family supportive supervisor behavior on Turnover intentions. The effects indicate that family-work conflict has the positive impact on turnover intentions ($\beta=0.285$, $p<0.01$). The effect of family supportive supervisor behavior ($\beta=-.520$, $p<0.01$). In second step, to test the moderation we regress interaction term of family-work conflict and family supportive supervisor behavior. The interaction term is significant ($\beta=0.222$, $p<0.01$). This shows significant moderation effect.

The above Table 7 shows the buffering effect of the model. Family supportive supervisor behaviors moderated a relationship of family-work conflict as well as Turnover intentions. As increases Family supportive supervisor behavior it weakens the effect of family work conflict on Turnover intentions. Thus, the results proved our hypothesis.

Work Family conflict and Turnover Intentions	
R Square	0.292
F Value	65.181
Beta Value	0.585**
Standard Error	0.072
Family work conflict and Turnover Intentions	
R Square	0.354
F Value	86.59
Beta Value	0.561**
Standard Error	0.06

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

Table 3: Regression analysis (WFC, FWC and turnover intentions).

Variables	Model 1	Model 2
Main Effects	Coefficient	SE
Work family conflict	.311**	0.069
Family supportive supervisor behavior Interactions	-.567**	0.067
Work family conflict*Family supportive supervisor behaviour		-0.200*
Overall R ²	0.513	0.539
Overall Model F	82.685	60.735
ΔR ²		0.026

N=160 unstandardized coefficient are presented, **P<0.01, *P<0.05.

Table 4: Hierarchical Regression Analyses - work family conflict.

FSSB	Effects	Boot SE	Boot LLCI	Boot ULCI
1.2989	0.5589	0.1073	0.347	0.7708
2.2147	0.3754	0.0704	0.2365	0.5144
3.1305	0.192	0.0781	0.0378	0.3461

Values for quantitative moderators are the mean and plus/minus one SD from mean.

Table 5: Conditional Indirect Effects of work family conflict on Turnover intentions at Values of Family supportive supervisor behaviour.

Variables	Model 1	Model 2
Main Effects	Coefficient	SE
Family work conflict	.285**	0.066
Family supportive supervisor behavior Interactions	-.520**	74
Family work conflict* Family supportive supervisor behaviour	0	0
Overall R ²	0.507	0.54
Overall Model F	80.879	61.046
ΔR ²		0.033

N=160 unstandardized coefficient are presented, **P<0.01, *P<0.05.

Table 6: Hierarchical Regression Analyses - Family work conflict.

FSSB	Effects	Boot SE	Boot LLCI	Boot ULCI
1.2989	0.5537	0.1032	0.3499	0.7575
2.2147	0.3505	0.0669	0.2183	0.4827
3.1305	0.1473	0.0762	-0.031	0.2977

Values for quantitative moderators are the mean and plus/minus one SD from mean

Table 7: Conditional Indirect Effects of Family work conflict on Turnover Intentions at Values of Family supportive supervisor behaviour.

The pattern of interaction shown in Figure 2 shows that employees with high WFC and low FSSB engaged more in turnover intentions than in other three conditions (Figures 2 and 3).

Discussion

The main objective of this quantitative study was to find out the problems faced by doctors with the work-family conflict and family-work conflict perspective, then they reach at a point to leave the organization where they work. We checked the moderating effects and these effects proved as the better solution for the above mentioned problems. The above mentioned target was to achieve on the strong basis by collected the data from Government hospitals of Faisalabad and Lahore. This research study contributed to broad the spectrum of understanding about the highlighted problems of doctors and the one possible solution by providing them support from their seniors. Some inferences flourished from the results of this research study.

At the start, results declared that the work family conflict and family to work conflict hyperbolize the physician's turnover intentions as we hypothesized. These results are accordant with the previous studies [73]. Consistent with the Role theory when someone caught into the several roles he prompted work family conflict and family work conflict and the results dropped a hint that Physicians while performed multiple roles inclined towards the personal conflict, to perform all the roles at a time is toilsome task. When the clash of time management, contradiction in behaviors and energy deficient, conflict come into exist [38,41,57]. Conflict arouse from roles prompted to strain on the individual. Furthermore, work and family roles have some distinct requirement may create stress in two ways. Where there are role expectations there would be role overload in the work and family domains. To outlook regarding Roles either work/family can force an individual to prevail the time and contradiction with the role prospect definitely affects rest of role [44].

Inter-role conflict prompts stress because the resources have been lost by doing struggle hard for balancing the both workplace and non-work roles. The consequences occurred in the results to lost the resources, people not satisfied with their life, made a victim of depression and disturbed mentally When people do not want to protect themselves then their resources ultimately diminished and definitely negative outcomes taken place. In short, leave the job represented towards the relief which come into mind of employees (physicians) puzzle out conflicts [73]. Results also dropped the impressive hint to consistent with The Conservation of Resources (COR) theory present the cause behind the relation between Work Family Conflict and potential results such as "both strain, intention to quit" [74]. Multiple stress theories explained under the COR [75].

At the point when people, first lose the resources, they turn out to be more powerless against future loss since they should contribute different resources to recharge those that are drained or secure those that are threatened, That is, reestablishing one resource can exhaust another, making people vulnerable towards "loss whorl" [75]. According to Grandey and Cropanzano [74], advised that people search to get and maintain resources and proposes that individuals make effort to maintain to a level of equilibrium between requirement as well as resources [76]. Work family conflict established to be amplify the work related variable such as turnover intentions. Other evidence found the advanced levels of work-family conflict are likely to be associated with magnified levels of turnover intentions [60].

The third formulated hypothesis was also confirmed. Results revealed that physicians with high work family conflict/family work conflict and hyperbolize family supportive supervisor behavior tend towards minify the turnover intentions. FSSB are negatively related to higher turnover intentions [63] associated with increased work family

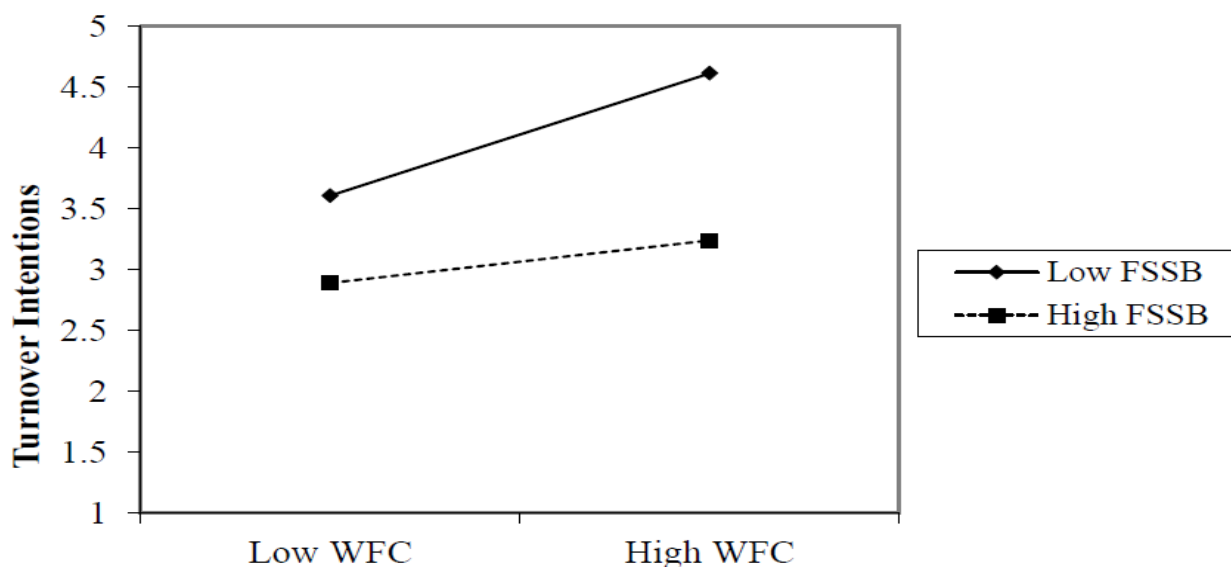


Figure 2: The employees with high WFC and low FSSB engaged more in turnover intentions than in other three conditions.

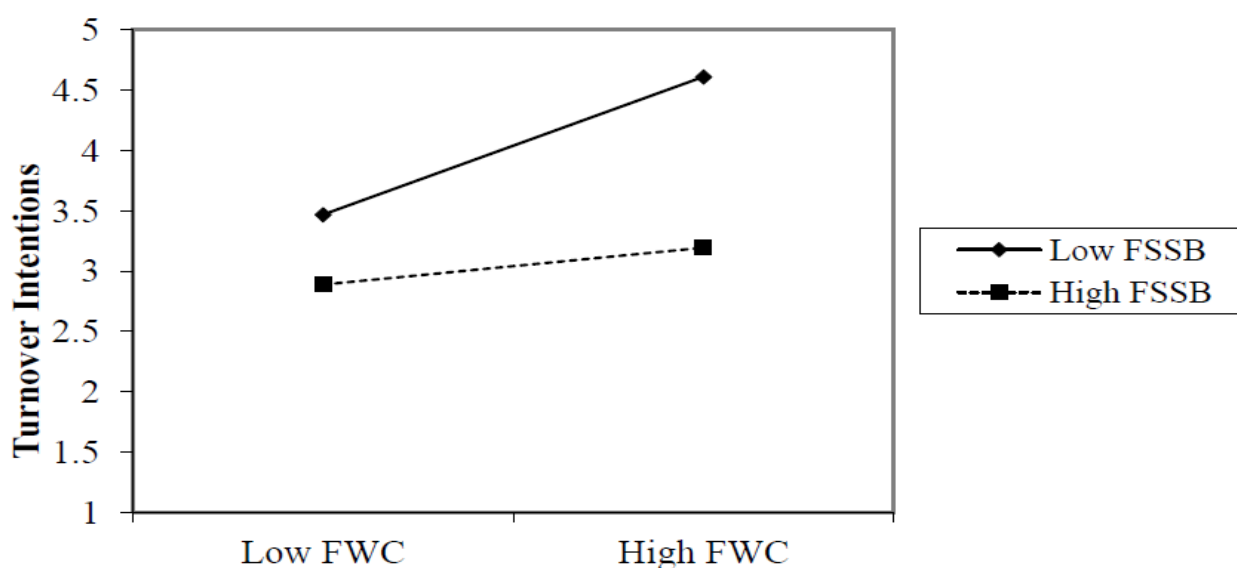


Figure 3: The employees with high FWC and low FSSB engaged more in turnover intentions than in other three conditions.

conflict and family-work negative spillover as well [55,65]. In a meta-analysis it has been foreseen that supervisor supportive behavior is positively associated with the perception of employees' organizational support as well as work/family organizational support and is negatively associated with work-family negative spillover. By reviewing the above-mentioned outcomes, it is concluded that FSSB are crucial to employees' work/family outcomes. Although the connection of FSSB and employees' consequences w.r.t. conflict has attracted the scholars, the aim of this thesis is to check the buffering effects of FSSB upon the relationship of WFC/FWC attached with turnover intentions.

By using COR theory, value congruence leads the employees to get proper emotional and instrumental support from their supervisor, because value congruence basically acts as a resource for employees. The specific support from the supervisor may affect to the extent to

which "value congruence" has a strong impact on the "employees' perception" about the fairness in the matter of work-family support. This is concluded that supervisor support to facilitate the families of subordinates is basically a resource [55]. Consistent with COR theory, when employees experience both effects of 'increase value congruence' and 'increase supervisor support' in predicting the fairness about work-family support, it should be multiplicative, not additive. Role theory is likewise designed for understanding of relationships based on "social support and work-family conflict." Consumption of resources may be reduced by availing social support, which is needed to perform some work activities [70].

When fewer resources are consumed by individuals in one role, they require enough resources to fulfill the requirements/demands

regarding another role, which turning the view towards weak relationship over “social support and work-family conflict” [71]. Michel et al. [57] dropped a hint, social support associated with work can be in different scenario/terms such as “organizational support/supervisor support/coworker support” and social support associated with family can be in different terms such as “family support/spousal support, so these supports are negatively connate with Work-family conflict and family-work conflict. Active supervisors proactively provide support for workplace ease as well as home ease to meet the employees’ ultimate need to fill again resources on workplace and non-work matters as well [17]. Another perspective have important insights for the purpose that provide training supervisors ordain FSSBs has evidenced to be good for improving employee life [15,17]. Odle-Dusseau et al. foresee significant relationships connate to employee perceived Family Supportive Supervisor Behavior and lessen the turnover intentions [68].

Limitations and Further Directions

After reviewing the literature and results, it is recognized the limitations to current research study. First one is that the sample size is not adequate. It is recommended large sample size so that, the pattern for creating largely to reach at significant range of results. More arguments can perform better to find generalize results. Second one is to recommend making an addition of participants of the targeted population having children try out such as the control variable. Number of children taken as a control variable in this study but age of children should be taken as a control variable, which will dropped the impressive impact on study. Moreover, other causes to withdrawal of the doctors can also be studied for example the tenure track problems, raising the Government pressure on physicians in different perspectives for example the changing rules and regulations which made the doctor’s duty and study very tough as well as their lives.

Third one is to enquire the solutions for the constraints regarding brain drain etc. Furthermore this study was performed in two urban cities for example, Faisalabad and Lahore in Pakistan especially in hospitals named DHQ, Allied hospital, General hospital GM Abad, services, Jinnah hospital and ganga ram hospital Lahore. Therefore, future research should be conducted in other hospitals of these cities as well as the whole Punjab even Pakistan because it is the hot issue regarding doctor’s problems as in (Tribune news Pakistan 14 July 2016) strike of doctors from the different cities of Punjab and out of Punjab. Forth one, more study can be done in longitudinal pattern, also study on the personality traits with work-family conflict and the different moderators. Finally, in this study FSSB taken as a whole construct in future dimensions of FSSB should be taken for the future research.

In future for research, it is highly recommended that factor analysis should be done so that to increase the validity and reliability of instruments. To explore more resource gain variables as a moderator to reduce the actual turnover behavior. These can be from the work domain like the workplace support as well as the home domain like the ease providing from home. On the grounds of results and limitations, close to recommendations for upcoming research can be suggested. The results of this research study explored an innovative facet to the precursors of the role of supportive supervision in hospitals. Scholars in this section have called for more exploration of the circumstantial influences that might have influence on workplace results. This current research study took a novel step to explore the management links and may provide resources to adapt the workers in different circumstances. Thus, the results of this research study explore that how and why employees confronted with Work-family conflict, Family-work conflict

and decided to leave the workplace. An encouragement provided to the upcoming researchers to far-reaching and deepen investigation into the prior studies and consequences of turnover intentions.

Practical implications

This research assists to infer that how physicians experience Work-family conflict and Family-work conflict, these behaviors and strain lead towards turnover intentions. Significant results showed that the conflict behaviors go forth with the impacts of the positive relationship between Work-family conflict and Family-work conflict towards the turnover intentions. One of foremost management put into practice and support structure that has inclination to diminish work-life conflict is malleable or alternative work plans worsen turnover levels [77]. Therefore, it is recommended to the institutes where the tough schedule followed, Family Supportive Supervisor should be appointed there, when employees confronted with the constraints due to Work-family conflict, Family-work conflict [78]. As sufficient training could be performed about to make a supportive supervisor. Most important thing such as enough communication of both the supervisor and the employee to get behind the power distance [79].

Recommendations

The first recommendation of this research is that an effective human resource management must place more importance on employee’s care and support in direction to reduce turnover intention. In order to if doctors get support in their schedules they do work with more dedication and turnover intentions may reduce [80]. Secondly, gender of hospital employees had influenced on work and family preferences. In female doctors turnover ratio is higher than male doctors. Hence, this finding may help to hospital employees to establish different strategies for the assistance of female doctors [81]. Thirdly, management should appoint the leaders have qualities to support their subordinates in the tough schedules, and have great listening power so that to provide comfort when employees talk about their conflicts between work and family. Management should make the policies in which employees feel relax and perform responsibilities other than work [82]. They should also conducting the programs and training to mentoring the existing leaders or boss so that they may able to motivate their subordinates and prove as a role model for their subordinates [83].

Conclusions

The research concluded that this research equips a precarious understanding because now a days the employees of different organizations face these problems, due to the government pressure and some other issues, supervisors are not carrying out their duties properly, thus, in the results of it negative consequences occurs. This study is the travel towards the excellent effort to mentoring the leaders in such a way that they assist their subordinates, which reduces the WFC as well as turnover intentions. This research notice that, support from an personality’s management and supervisor support psychologically encourage individuals toward work to proceeds about dynamic change at work place. Workers take this hazard more absolutely if they are organizationally acknowledged. Both scholars and experts can study more and to determine those impacts that will encourage and formation of supportive workplace setting, and it is evident that they will further likely be introducing the antecedents, which fetch valuable progress.

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