Impact of family social support on Yemeni female employee turnover intention

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Abstract: The purpose of this study is to gain a better understanding of how providing women with both emotional and practical support might mitigate work-family conflict (WFC) and, in turn, reduce the likelihood that they will leave their current places of employment. We used convenience sampling to survey female educators in the private school sector in Sana'a, Yemen, to learn more about their experiences with and perspectives on WFC. SPSS 23 and PLS 4 were used in conjunction with other statistical packages to conduct in-depth analyses of the acquired data. According to the findings, providing emotional support has a negative effect on WFC, while providing material support does not significantly aid in resolving challenges associated with WFC. WFC was also found to be significantly associated with resignation intent. As a tool for studying direct and mediated links across multiple dimensions, the WFC model described here is particularly useful for studies focusing on women in the workforce. By taking a more narrow focus to examine the experiences of women in the workplace, this study contributes significantly to our knowledge of WFC compared to earlier studies. As a result, this study adds significantly to the body of prior work in the field.

Keywords: Employees' turnover intentions, Family social supports, Female employees, Work–family conflict, Yemen.

1. Introduction

Scholars have been intrigued with employee turnover for decades [1, 2]. Academics and businesspeople from all over the world continue to be intrigued by the human and social capital losses caused by employee turnover [3, 4]. Turnover intention (TI) is a forerunner to a number of bad consequences, including improper workplace conduct, job hunting, and finally quitting the company. [5]. Employee turnover studies consistently find that stress in the workplace is a major factor in why workers leave their positions. (e.g., time limits, role overload, role conflict, and other factors all contribute to difficulty in completing tasks.) [6]. Conflict is a constantly emerging phenomenon in organizations [7]. Employee turnover studies consistently find that stress in the workplace is a major factor in why workers leave their positions [7]. Work-family conflict (WFC) occurs when one person's primary identity (in terms of time, effort, or conduct) outside the home competes with another person's primary identity (inside the family) [8]. Role overload and role conflict are two sources of stress that can lead to employee turnover [9]. Despite widespread agreement that both types of WFC contribute to employee TI, not all researchers accept this finding.

When the number of couples with two incomes increases, it is probable that both members in a home will feel compelled to contribute to domestic tasks and other responsibilities that affect family life. [10]. Women in particular struggle to achieve a work-life balance because of all their responsibilities at home and at the office [11]. The specific difficulties that working women confront in the office and at home may make it more challenging for them to juggle rising job obligations with their family commitments [12]. Due to the high turnover rate experienced by female employees, businesses must spend more money to hire new ones. The cost of replacing an employee is assumed to be equal to one

year of their salary [13]. The actual cost of replacement is far more than the compensation of a new recruit since it includes the intangible expenses of training new employees, retraining current employees, filling the gaps in service, and reducing stress on the surviving staff [14].

Social support within a business is often provided by supervisors and colleagues, but support outside of work is typically provided by friends and family, as well as the greater community. This is known as the "social exchange theory." [15] describe the connection between organizational backing and employee actions (including TI).

1.1. Theoretical Background and Hypothesis Formulation

The term SET (social exchange theory) refers to the exchange of tangible and intangible activities, as well as the financial and emotional costs and advantages that these exchanges require [16, 17]. People engage in the transaction when they replicate the actions of another in the hope of obtaining something in return. People that engage in trade conduct do so in order to give objective, beneficial help to one another. According to SET, people develop connections with others in order to receive the maximum benefit while incurring the fewest bad consequences [18].

The foundation of this transaction is mutuality. In accordance with Korsgaard, et al. [19]. There are two mutually beneficial customs. The first phase is called "respond," and it comprises anticipating that the receiver will give some type of compensation for the assistance and/or favour received. There is also the idea of anticipated reciprocity, which argues that if one person assists another, the assister should be compensated.

2. Literature Review

2.1. Family Social Support and Work-Family Conflict

The WFC results from the incompatibility of roles that arise as a result of the overlap between work and family. This is evident in the overlap and intersection of work and family. Because of the overlapping duties and disparities in interests between family and work, there is a high rate of challenges in balancing home and work life [16, 20]. It is predicted that social support in the workplace and the home will play a crucial role in moderating the conflict of roles caused by the overlap of work and family, and therefore in lessening the damage and stress caused by the WFC.

Family members' social support is an example of an informal network that offers help in the form of understanding, care, affection, and material resources [12]. Having family members who can provide both emotional and practical assistance to the breadwinner is a huge boon [21]. "Emotional support" involves empathy, gratitude, openness to understanding, affirming affection, direction, and care for the companion's well-being. Additionally, "instrumental assistance" refers to significant assistance from household duties performed by the husband and family members [21]. Supporting family members, especially partners is known to lessen the effects of WFC [22].

In terms of social support, the spouse is the dominating individual who may offer greater assistance in lowering conflict and stress. In their study Cinamon and Rich [23] found that WFC was caused by the spouse's lack of assistance in managing the home and career. As a result, there's a negative relationship between WFC and social support from family [22]. A family's moral support can assist lower the WFC. The importance of family social support in lowering the WFC is crucial [24].

According to Lapierre and Allen [25] emotional sustenance, relatives who provide emotional support to employees take interest in the issues that have been bothering the worker and make an effort to lift the person's spirits. So, employees receiving emotional support at home would likely experience a calming (rather than stressful) impact at home, implying that workers' energy is less likely to be drained by their family responsibilities in the office. Giving people the emotional support they need could, in principle, lessen the number of family disputes that end up interfering with their productivity at work.

Instrumental assistance. Assisting the employee at home would free them up to focus on their job, reducing the likelihood of family responsibilities interfering with their workday. Also, if the worker has fewer family-related responsibilities, he or she will likely have more energy to devote to the workplace.

Hence, family members' instrumental aid may also benefit in lowering family-based stress-related work interruption [25].

2.2. Work-Family Conflict and Turnover Intentions

Theoretically, the two-way nature of WFC might have a negative impact on both the job and family life domains. The work-to-family direction of conflict has the greatest impact on workplace views, according to a meta-analysis of empirical studies on this topic [26, 27]. The subsequent WFC includes work-related stress, role engagement, social support at work, job characteristics, and personality [28, 29]. Employees may have challenges leading to conflict when job responsibilities interfere with home responsibilities. It's possible for a WFC to arise when a woman has to work full-time in addition to her other responsibilities at home. It takes time, energy, and commitment to fulfil each of your responsibilities [11]. Work-related stress is caused by increasing working hours, disagreements among coworkers, frequent travel, job insecurity, and other factors. WFC resulted in increased stress and burnout, desire to leave the company, depression, intent to change, lower work satisfaction, well-being, and organizational commitment [30]. According to the studies, both WFC and FWC were positively related with TI, implying that both work and family problems may lead individuals to search for jobs elsewhere [31]. Moreover [32] found a significant relationship between WFC and incising turnover intentions.

2.3. Family Social Support and Turnover Intentions

Ng and Sorensen [33]. Did not find any statistically significant correlation between Family social support and turnover intentions. Contrary to these findings, additional research has shown that family social support is connected with and has an effect on turnover intentions [34]. Similarly, family support has a considerable negative effect on the intention to quit from the job. If female employees do not have assistance from their families, it becomes difficult for them to fulfill their commitments at work; consequently, the majority of employees abandon their positions or careers to cope with this circumstance [35].

3. Mediating Role of WFC

As we have seen, social exchange theory clarifies the relationship between social support (at work and at home) and stepping down. Individuals frequently quit their jobs as a response to their hostile work environment. Role overload and role conflict can add to stress in both the job and the family. Inter-domain conflict can be mitigated with the assistance of social support from friends and family at work and at home. The relationship between social support and turnover may thus be mediated by WFC. It is suggested that WFC mediates the association between TI and social support. As we have seen, social exchange theory clarifies the relationship between social support (at work and at home) and stepping down. Individuals frequently quit their jobs as a response to their hostile work environment. Role overload and role conflict can add to stress in both the job and the family. Inter-domain conflict can be mitigated with the assistance of social support from friends and family at work and at home. The relationship between social support and turnover may thus be mediated by WFC. It is suggested that WFC mediates the association between TI and social support [13].

4. Social Issues in YEMEN

Several studies have demonstrated that while social support encourages employees in a group context, it reduces WFC among women in the workplace [36]. As many Asian cultures value combined families and religious tolerance, working women may face additional obstacles. This might be a barrier to success for certain women in the workplace [37]. Women also experience discrimination and disadvantages in the job, including shorter work weeks, less paid time off, more responsibility, and lower compensation [38]. In Yemen, dual-income households are still a relatively novel notion. In this

situation, men are the breadwinners and women are responsible for housekeeping [39-41]. Yet, the concept of dual-earner allows women to have both successful jobs and meaningful family life [42].

Although Indian women assist men financially, they are nonetheless responsible for household chores throughout Asia. Some women are compelled to juggle many duties as a mother, wife, or both, and as a result, they must decide whether to work or resign [43, 44]. Women in the United Arab Emirates (UAE) face comparable problems in advancing their careers owing to demands at home and at work [45].

Women in Yemen are subject to a dictatorial patriarchal society and a social environment where rigorous devotion to tradition and traditionalism is still the norm. Hence, in many households, women's contributions are rarely recognised because the male is expected to financially support his family and assist his wife in her financial endeavours. The husband's traditional role as head of the household and primary provider is frequently seen as diminished by the presence of children. The current dire economic situations caused by conflicts, however, have made it necessary for some families to have women present in the job market [39]. Furthermore, salary interruptions in the public sector as a result of the ongoing war in Yemen, which began almost nine years ago, cast a shadow on the Yemeni family in general and female employees in particular, compelling them to leave their careers in the government and seek employment in the private sector.

5. Hypotheses

H_1: Emotional Sustenance and Turnover Intentions are negatively correlated.

H_2: Emotional Sustenance and Work-family Conflict are negatively correlated.

H_3: Instrumental Assistance and Turnover Intentions are negatively correlated.

H_4: Instrumental Assistance and Work-family Conflict are negatively correlated.

H_5: Work-family Conflict and Turnover Intentions are positively correlated.

H_6: Work-family Conflict mediates the relationship between Instrumental Assistance and Turnover Intentions

H_7: Work-family Conflict mediates the relationship between Emotional Sustenance and Turnover Intentions

6. Methodology and Measures

6.1. Methodology

The fundamental purpose of this study is to analyze the consequences of ES and AI on female employees' WFC. A second goal of this study is to look at how WFC has affected TI over time. So, the goal of this study is to do social research in the private school sector of Yemen to find out how support affects the WFC and TI of teachers.

Questionnaires were sent to female educators at 10 separate schools in Sana'a, Yemen, to gauge their perceptions of the WFC among their female supervisors and colleagues through the use of a method known as convenience sampling, which is a form of non-probability sampling. Women educators at ten private schools were asked to fill out 200 questionnaires for the study. Unfortunately, only 148 people responded, with a response rate of 74%. This response percentage was encouraging, according to Baruch [46] a response rate of 55.6% is considered sufficient for journal publication in academic investigations. The information provided by these responders has been used for further investigation. The five-point Likert scale was utilized to create the measurement scale for this investigation. SPSS 23 and Smart PLS 4 software were used for data analysis. To acquire the data provided in the Tables, this study used survey instruments from earlier investigations.

6.2. Measures

Since this study was done in Yemen, the questions on the questionnaire were translated into the native language of the subjects so that they would answer more. On a 5-point Likert scale, where 1 means "strongly disagree" and 5 means "strongly agree" the participants gave answers to each question. The "Work-family conflict" was found by using the scale that was made by Adams, et al. [27] in the

same situation to measure "Emotional sustenance" and "Instrumental assistance". The scale that was used was made by King, et al. [47]. "Turnover intentions" using the scale he made [24].

7. Result
7.1. Demographic Profile of the Respondents

Table 1.
Demographic.

Variable	Value	Frequency	Percentage
Age	less than 25	12	8.1
	25-30	51	34.5
	30-35	64	43.2
	35-40	19	12.8
	More than 40	2	1.4
Marital_status	Married	63	42.6
	Single	64	43.2
	Had married	21	14.2
Kids Number	None	89	60.1
	Less than 3	41	27.7
	3 and more	18	12.2
Qualification	High School	20	13.5
	Diploma	37	25
	Bachelor	78	52.7
	Master	12	8.1
	Phd.	1	0.7
Experience	less than 5	56	37.8
	5-10	56	37.8
	10-15	34	23
	15-20	0	0
	More than 20	2	1.4
Had Public Job	No, had not	83	65.1
	Yes, I had	65	43.9

7.2. Measurement Model Analysis

The validity and reliability of the constructs were determined by evaluating the measurement methodology Table 3. To begin, all of the elements in the model have factor loadings that are larger than the 0.5 thresholds. While factor loading greater than 0.7 is preferable [48, 49]. In social science studies, researchers usually achieve lower outer loadings (0.70). Rather than automatically removing indicators with values less than 0.4, the effects of eliminating the item on composite reliability, content, and convergent validity will be examined. Items with outer loadings ranging from 0.40 to 0.70 should be removed only if doing so leads to an increase in Composite Reliability (CR) or Average Variance Extracted (AVE) over the suggested range [50, 51]. In the current study, removing the items increased the CR and AVE significantly because the values for certain constructs were already below the required level (ES5, loading = 0.557 − ES6, loading = 0.476 −ES7, loading = 0.571 − WFC8, loading = 0.539 − TI2, loading = 0.602)

Cronbach's alpha, rho a, and composite reliability were used to measure reliability, and both of these statistics were found to be higher than the threshold of 0.7 [52]. Cronbach's alpha and composite dependability are both lower than the rho a value [53]. Moreover, it was shown to be greater than.70, which is a reliable threshold to use [54]. The AVE was more than 0.5, hence the convergent validity was satisfactory. Comparing the latent variable correlations to the square root of AVE allowed us to gauge their discriminant validity. (Fornell & Larcker, 1981), in addition to the correlation ratio between heterografts and monotraits (HTMT) [55] with estimates falling short of the (safe) cutoff of 0.85. Hence, the evidence supports discriminant validity. (see Tables 2, 3, and 4).

Table 2.
Reliability and Validity Analysis.

Construct	Items	Loadings	Alpha	CR	AVE
Emotional Sustenance (ES)	ES1	0.759	0.805	0.868	0.624
	ES2	0.858			
	ES3	0.838			
	ES4	0.695			
Instrumental Assistance (IA)	IA1	0.842	0.927	0.940	0.757
	IA2	0.936			
	IA3	0.904			
	IA4	0.859			
	IA5	0.804			
Turnover Intention (TI)	TI1	0.706	0.792	0.851	0.534
	TI3	0.749			
	TI4	0.652			
	TI5	0.759			
	TI6	0.780			
Work-family Conflict (WFC)	WFC1	0.834	0.911	0.929	0.655
	WFC2	0.877			
	WFC3	0.844			
	WFC4	0.679			
	WFC5	0.743			
	WFC6	0.700			
	WFC7	0.953			

Note: CR: Composite Reliability and AVE: Average Variance Extracted.

Table 3.
Formell and Larcken Criterion.

	ES	IA	TI	WFC
ES	0.790			
IA	0.362	0.870		
TI	-0.035	-0.065	0.731	
WFC	-0.190	-0.067	0.324	0.809

Table 4.
Heterotrait-Monotrait Ratio (HTMT).

	ES	IA	TI	WFC
ES				
IA	0.463			
TI	0.165	0.117		
WFC	0.209	0.082	0.314	

Note: ES: Emotional Sustenance, IA: Instrumental Assistance, WFC: Work-family Conflict, TI: Turnover Intention.

8. Structural Model Assessment

Assessing structural routes for calculating path coefficients (relationships between research constructs) and their statistical significance follows the assessment of the measurement model.

H_1: evaluates whether ES significantly and negatively affects TI. The results revealed that ES has an insignificant and positive impact on TI ($\beta = -0.103$, $t = 0.756$, $p > 0.05$). Hence, H1 was rejected.

H_2: evaluates whether ES significantly and negatively affects Work-family Conflict. The results revealed that ES has a significant and negative impact on Work-family conflict ($\beta = -0.243$, $t = 2.226$, $p < 0.05$). Hence, H2 was accepted.

H_3: evaluates whether IA significantly and negatively affects TI. The results revealed that IA has an insignificant and negative impact on TI ($\beta = -0.005$, $t = 0.038$, $p > 0.05$). Hence, H3 was rejected.

H₄ evaluates whether IA significantly and negatively affects Work-family Conflict. The results revealed that IA has an insignificant and negative impact on Work-family conflict (β = -0.157, t = 1.273, p >0.05). Hence, H4 was rejected.

H₅ evaluates whether WFC significantly and positively affects TI. The results revealed that WFC has a significant and positive impact on TI (β = 0.336, t = 3.268, p <0.001). Hence, H5 was accepted.

The results are presented in Table 6. The structural model is presented in Figure 1.

Table 5.
Direct Relationships.

Hypothesis	β	SD	T	P	Result
ES -> TI	–0.103	0.137	0.756	0.225	Rejected
ES -> WFC	–0.243	0.109	2.226	0.013	Accepted
IA -> TI	0.005	0.130	0.038	0.485	Rejected
IA -> WFC	–0.157	0.123	1.273	0.102	Rejected
WFC -> TI	0.318	0.091	3.498	0.000	Accepted

Note: B = Beta Coefficient, SE = Standard Error, T = t - Statistics, P = Probability (P) value, *Relationships are significant at P < 0.05, ES: Emotional Sustenance, IA: Instrumental Assistance, WFC: Work-family Conflict, TI: Turnover Intention.
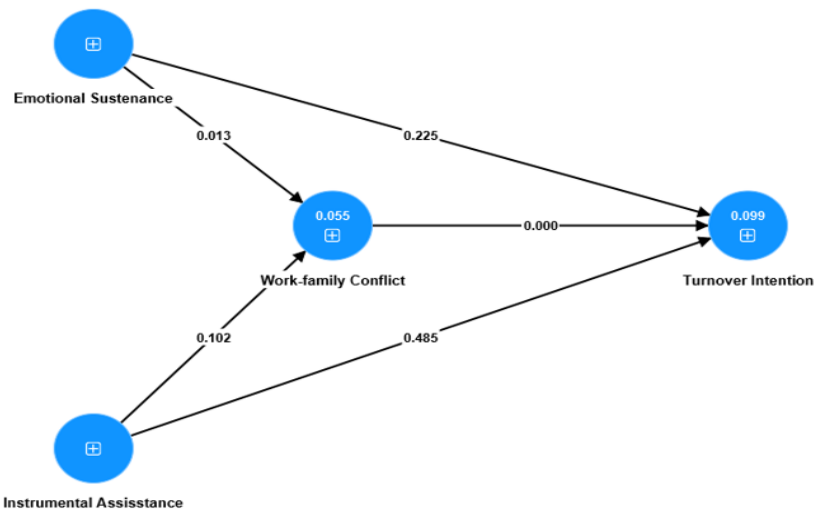
Figure 1.
The structural model.

9. Mediation Analysis

Mediation analysis was performed to assess the mediating role of Work-family Conflict in the relationship between Instrumental Assistance and Turnover Intention. The results (see Table 4) revealed an insignificant indirect effect of Instrumental Assistance on Turnover Intention through Work-family Conflict (H6: B = –0.050, t = 1.1.158, p > 0.05). The total effect of Instrumental Assistance on Turnover Intention was insignificant (B = –0.045, t = 0.336, p > 0.05), with the inclusion of the mediator the effect of Instrumental Assistance on Turnover Intention was still insignificant (B = 0.005, t = 0.0.038, p >0.05). This shows no effect of mediation in the relationship between Instrumental Assistance on Turnover Intention. Hence, H6 was rejected

Mediation analysis was performed to assess the mediating role of Work-family Conflict in the relationship between Emotional Sustenance and Turnover Intention. The results (see Table 4) revealed a significant indirect effect of Emotional Sustenance on Turnover Intention through Work-family Conflict (H7: B = 0.074, t = 1.831, p < 0.05). The total effect of Emotional Sustenance on Turnover Intention was insignificant (B = –0.026, t = 0.182, p > 0.05), with the inclusion of the mediator the effect of Emotional Sustenance on Turnover Intention was still insignificant (B = –0.103, t = 0.756, p >0.05).

This shows a Full Mediation role of team identity in the relationship between Emotional Sustenance on Turnover Intention. Hence, H7 was accepted

Table 6.
Indirect Relationships.

Total effects (IA->TI)			Direct effects (IA->TI)			Indirect effects IA on TI				Hypothesis
β	T value	p-value	β	T value	p-value	β	SE	T value	p-value	H11: IA->WFC->TI
-0.045	0.336	0.368	0.005	0.038	0.485	-0.050	0.043	1.158	0.123	Rejected
Total effects (ES->TI)			Direct effects (ES->TI)			Indirect effects of ES on TI				Hypothesis
β	T value	p-value	β	T value	p-value	β	SE	T value	p-value	H12:ES->WFC->TI
-0.026	0.182	0.428	-0.103	0.756	0.225	0.074	0.042	1.831	0.034	A accepted

10. Discussion

The study observes a negative relationship between ES and WFC, this accords with our predictions. The social exchange hypothesis provides more support for this connection [16]. However, the result shows that IA has an insignificant and negative impact on WFC. The empirical studies of Lambert, et al. [12]; Kundu, et al. [56] and Bajaba, et al. [13] also found a negative relationship between both ES and IA and WFC.on the other hand [34] found an insignificant and negatively impact between both ES and IA and WFC.

We hypothesize that the link between ES and WFC in our study exists because families play such an important role and because workers are better able to deal with job pressures and lower stress when they have family support. However, instrumenting assistance through actions that include help with personal and meal preparation, etc., from the husband, according to Yemeni customs and traditions, is something that is not customary. Men even refrain from any kind of assistance in household matters, as this is considered taboo.

On the other hand, this study did not find both ES and IA have a significant relationship with TI. This finding differs from earlier research in that family social support helps to reduce TI [12]. According to the study's findings, even though the family supports its female employees, they are forced to abandon their careers due to family obligations and childcare since they can simply quit their job to fulfill family commitments [57]. Females continue to bear some household obligations, including the numerous roles of mother, wife, and daughter-in-law [11, 43] which are strongly related to TI.

As with TI, WFC has a favorable association consistent with prior research Long, et al. [58] we find that WFC is positively associated with turnover intent. The findings indicate that women are more likely to express a desire to leave their current positions owing to WFC. They need more work-life balance, so they choose family over career and leave the company [11]. Many Yemenis believe that women's primary role in life is to take care of their families [39]. As a result, women leave their occupations to care for their families.

As regards the mediating effect of WFC in the social support and TI relationship, the study observes a full mediation role for WFC in the ES and TI relationships. This implies that, along with other reasons, WFC explains the social support and TI link. In line with SET [16] family social support from domains contributes to minimizing conflict-related stress and preserving a work-life balance. As a result, the intention to quit a job decreases. Full mediation by WFC On the other hand, the results show that the total effect of IA on TI was insignificant, and with the inclusion of the mediator, the effect of IA on TI was still insignificant. This demonstrates that WFC does not affect the role of identity as a mediator in the relationship between IA and TI.

11. Implications of the Study

In the framework of eastern society, the current study experimentally identifies the basis of the "theory of social exchange" (Yemen society). Employees having both mental and physical assistance from the social network around the family increases employees' morale in dealing with work stress and assists them in developing a positive attitude toward their job and/or their business.

Family social support is highlighted as a way to mitigate the negative effects of role load and inter-role conflicts on organizations. So, the research has implications for people, families, and organizations. According to the findings of this study, the fundamental social unit, the family plays a crucial role in sustaining physical and mental vigor as well as lowering employee stress. Other working family members must get continual moral and material support from family members in the form of affection, advice, and assistance with domestic duties. According to the research, combining ES with IA support can help female workers cope with WFC and reduce their likelihood of leaving their employment.

12. Conclusion

Women in Yemen might compromise in many situations and make sacrifices to meet the expectations of their families. In the current period, Western culture has controlled all parts of life, which has prompted women to seek employment and financial independence from males, whether the father or the spouse. While pursuing a job, numerous women are always fighting to maintain family relationships alive while remaining within cultural boundaries. The results obtained differ from earlier research conducted in the West and East due to cultural variations. Finally, this study provides a detailed examination of the function of WFC in inducing TI in female employees. Employee TI is unaffected by ES and IA. On the other hand, WFC is associated with ES.

Furthermore, the results demonstrated that there is a link between ES, and mitigation in the presence of WFC as a mediating variable. In the absence of WFC as a mediating variable, no link was found between AI and reduced intention to move among female instructors.

This is possible due to the diverse nature of support and individual needs. Yemeni women have a lot of home chores, which is why WFC exists. This makes it difficult for them to concentrate on their professional pursuits and self-development. From a cultural standpoint, it is highly advised that female employees balance their home and professional lives.

13. Future Research and Limitation

This study has some limitations: First, the sample size is small due to the fear and security concerns of some female school principals as a result of the Yemen war situation. Secondly, as a result of cultural obstacles and traditions, it was difficult to distribute questionnaires to female teachers, and as a result, family women and my female co-workers were assisting with the distribution of questionnaires in schools. Third, all data are taken from Sana'a private schools as a result of the difficulty in moving from one city to another as a result of the conditions of the ongoing war in Yemen, which limits the possibility of applying the results. Finally, the lack of, or insufficient research addressing the issue of work-family conflict in Yemeni society

In the future, it would be preferable to do research that examines a greater number of cities or areas with distinct cultures. In the future, it will be necessary to collect data from diverse businesses to acquire a deeper knowledge of the issues of WFC among female employees. Hence, future studies should concentrate on recognizing (work-family conflict) using multiple methodologies.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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