

## IMPACT OF WORK-FAMILY CONFLICT ON TURNOVER INTENTION OF EMPLOYEES THROUGH ORGANISATIONAL COMMITMENT AND PROFESSIONAL IDENTITY

Hafeez Ur REHMAN

AGH University of Krakow; rehman@agh.edu.pl, ORCID: 0009-0009-3903-1158

**Purpose:** This study investigates the impact of work-family conflict (WFC) on turnover intentions (TI) among employees in Pakistan's high-tech industry, with organisational commitment (OC) and professional identity (PI) as mediators.

**Design/methodology/approach:** Data collected from 301 respondents using validated scales were analysed via Hayes' PROCESS macro in SPSS.

**Findings:** Results reveal a significant positive relationship between WFC and TI, underscoring the role of resource depletion as per the Conservation of Resources theory. Additionally, OC and PI were found to mediate this relationship, highlighting their critical influence on employee retention.

**Practical implications:** The findings emphasize the need for organizations to implement work-life balance policies, foster commitment, and strengthen professional identity through mentorship and recognition initiatives. By addressing WFC and enhancing workplace support, organizations can reduce turnover intentions, promote employee well-being, and sustain competitiveness in high-demand industries.

**Originality/value:** This study pioneers the exploration of professional identity as a mediator between work-family conflict and turnover intention, particularly within Pakistan's collectivist high-tech sector, an underexamined context.

**Keywords:** work-family conflict, turnover intention, organisational commitment, professional identity, Pakistan.

**Category of the paper:** Research paper.

### 1. Introduction

Work-family conflicts have received significant attention due to their impact on the professional and social lives of individuals (French et al., 2022; Smith et al., 2022). Such conflicts disrupt the employees' engagement in work and the family spheres and reduce their overall job and life satisfaction (Bruck et al., 2002). This negative impact affects not only organisations but also the entire society's quality and performance (Hsiao, 2022; Talukder,

2022). This contrasts with the positive effects of work-family enrichment phenomena, as exposed by Wayne et al. (2006), Greenhaus & Powell (2006), Heikkinen & Lämsä (2017) and Stellner (2022). Therefore, the avoidance of work-family conflicts among employees whose contribution to intangible assets development today is evident (Kucharska, 2021), is of high interest to both science and practice (Dodanwala et al., 2022; French et al., 2022; Martineau, Trottier, 2022; Smith et al., 2022).

Human resource management faces a fundamental concern regarding retaining employees, particularly those who are highly skilled and considered top talent (Su et al., 2020). The matter of employees' turnover intention has received substantial attention in behavioural sciences research for many years (Joo, Park, 2010; Wang et al., 2017). Both organisational productivity and employee morale are adversely affected by high turnover, as noted by Chen et al. (2017). Additionally, Sulek et al. (2017) found that human capital is also negatively impacted by this issue. A high rate of employee turnover leads to increased costs associated with turnover (Lim et al., 2017). Hence, the current global situation presents a significant challenge as organisations grapple with the issue of employee turnover intentions (Yildiz et al., 2021).

Hofstede et al. (2010) observed that in societies with a collectivistic orientation, individuals are expected to uphold harmonious connections with their extended family members. In Pakistan, there exists a strong commitment to nurturing enduring connections with extended family (Islam, 2004). Therefore, family duties frequently go beyond obligations to one's immediate offspring and partner. People often have financial and emotional responsibilities towards relatives outside their immediate family circle (Powell et al., 2009). Hence, in cultures that prioritise collective values, the responsibilities towards extended family members might draw away the time and energy of employed parents (Raymo et al., 2015; Hassan et al., 2010). This, in turn, can lead to conflicts between their work and family commitments.

In their study, Mumu et al. (2021) provided compelling arguments regarding the association between work-family conflict (WFC) and both job satisfaction and the intention to quit. They emphasised the significance of additional research in this particular field, indicating a need for further literature on the subject. Despite the growing recognition of the importance of WFC, there is limited research addressing this issue in the context of Pakistan (Faiz, 2015). The relationship between factors such as WFC and the turnover intention of employees has not yet been thoroughly investigated within the context of Asia, specifically in Pakistan (Faiz, 2015).

Furthermore, as far as we know, no prior research has explored the mediating role of professional identity in the relationship between WFC and turnover intention. Studies on professional identity have primarily concentrated on educators, nursing students, and employees in the hospitality sector (Nie et al., 2021; Wang et al., 2020; Worthington et al., 2013). There is scarce academic research on the professional identity of individuals working in the high-tech industry. Therefore, this study aims to address this gap in the existing literature by investigating the impact of WFC on employees' turnover intention in Pakistan's high-tech

industry, considering the mediating roles of organisational commitment and professional identity.

Following this brief introduction, the remaining parts of the research article are arranged as follows: The study begins with an introductory section, which is accompanied by a description of the theoretical basis and the formulation of hypotheses. Next, the research methodology, analysis, and findings are presented. This is followed by a discussion and a conclusion summarising the key points of the study.

## **2. Literature review and hypotheses formulation**

### **2.1. Work-family conflict and turnover intention**

Work-family conflict refers to “a state in which there is an imbalance between an individual's work and family roles where work responsibilities spill over to the family side” (Netemeyer et al., 1996). The inherent mismatch between the domains of professional and personal life results in conflicts when roles in one area (such as work) disrupt the functioning of the other area (such as family) (Haar, Martin, 2022). WFC arises when individuals struggle to maintain a harmonious equilibrium between their professional obligations and personal responsibilities at home, finding it challenging to balance commitments both at the workplace and in their personal lives due to the time required by both domains (Aboobaker, Edward, 2020). There are two categories within the concept of WFC: one is when work impacts family life (referred to as work-family conflict), and the other is when family responsibilities affect work (known as family-work conflict) (Allen et al., 2000; Shockley, Singla, 2011). A comprehensive analysis has shown that the effect of work-family conflict is considerably more noteworthy than the effect of family-work conflict (Amstad et al., 2011).

Turnover intention pertains to the concept of employees within an organisation intending to leave their current place of employment or position (Li et al., 2015). Individuals who are inclined to quit their jobs can lead to a range of detrimental effects on the organisations they are a part of (Lee et al., 1999). The reason that work-family conflict leads to a desire to leave a job can be understood through the conservation of resources theory, which suggests that WFC arises when an individual puts too much effort and energy into their work, leaving them with inadequate resources to dedicate to their familial obligations (Grandey, Cropanzano, 1999; Liao et al., 2022).

There are multiple aspects that contribute to employees' desire to leave the organisation. Nevertheless, the primary cause frequently relates to dissatisfaction with one's job (Anvari et al., 2014). When an employee faces a conflict between their family and work life, they are inclined to experience increased levels of dissatisfaction compared to situations where such

conflicts do not arise. Therefore, in order to prevent a reduction in the workforce, it is essential for the organisation to establish a suitable working environment across different levels. This can be achieved by implementing measures such as work-life balance policies, which contribute to employees' well-being and their active participation in their assigned roles (Ribeiro et al., 2023). Prior research has clearly established that work-family conflict greatly influences the likelihood of an intention to resign (Chen et al., 2018; Ghayyur, Jamal, 2013; Gull et al., 2021; Kengatharan, Kunatilakam, 2020; Li et al., 2021; Liu et al., 2020; Mumu et al., 2021). Given the reasoning provided above, we hypothesise that:

H1: WFC affects the turnover intention of the employees.

## **2.2. Work-family conflict, organisational commitment, and turnover intention**

The topic of organisational commitment has garnered significant attention in the field of research over many years (Chanana, 2021; Meyer, Allen, 1991; Yahaya, Ebrahim, 2016). It has been acknowledged as a crucial factor in the management studies and the broader scope of organisational literature (Rahman et al., 2018; Yahaya, Ebrahim, 2016). In particular, Meyer and Allen (1991) studied the nature and underlying theoretical principles of organisational commitment. Meyer and Allen (1991, p. 61) state that organisational commitment can be defined as “a psychological state, reflecting a desire, a need, and an obligation to maintain employment in an organisation.” Allen and Meyer (1990) theorised it in three dimensions: normative commitment, affective commitment, and continuance commitment. According to Allen & Meyer (1990), “Employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so.” Therefore, these distinct forms of commitment play a crucial role in understanding employee retention. Understanding the underlying motivations behind these different types of commitment provides valuable insights for organisations seeking to foster employee retention.

Several researchers have found that when work-family conflict rises, stress, fatigue, anxiety, and tension in all aspects of daily life, including work, increase, and job satisfaction and job performance decrease significantly (Allen et al., 2000b; Driscoll et al., 2004). Furthermore, WFC has been reported to have an adverse effect on the quality of life (French et al., 2018). In particular, it is noted that WFC exerts a substantial impact on the variables related to job performance (Eby et al., 2009). A typical example is organisational commitment, which serves as a key indicator for evaluating and judging organisational performance. Several studies have confirmed that WFC influences not only organisational commitment but also work negligence, turnover, and absenteeism (Frone et al., 1997; Goff et al., 1990; Netemeyer et al., 1996). According to numerous researchers, WFC negatively and significantly impacts organisational commitment (Hendra, Made, 2019; Hidayati et al., 2019; Mukanzi, Senaji, 2017).

Multiple studies have demonstrated organizational commitment as the vital antecedent of turnover intention (Larkin, 2015; Li et al., 2021). Previous research highlights a crucial connection between organisational commitment and turnover intention, which involves the development of emotional attachment known as affective commitment, and when organisations treat employees well, it creates a sense of obligation, which leads to positive thoughts about the organisation and reduced likelihood of leaving (Williamson et al., 2009). Studies have shown an inverse connection between organizational commitment and the intention of preschool teachers to quit their employment (Chao, 2010; Choi, 2013). Moreover, several studies have used organizational commitment as a mediator in examining the relationship between various variables. For example, a study by Albalawi et al. (2019) examined its mediating role in the connection between perceived organisational support and turnover intention. Furthermore, multiple studies have found that organizational commitment serves as a mediator in the association between WFC and TI (Chan, Ao, 2018; Hatam et al., 2016; Li et al., 2021; Zhou et al., 2020). Based on the above discussion, we propose the following hypotheses:

H2a: WFC has a considerable negative impact on organizational commitment.

H2b: Organisational commitment has a considerable negative impact on turnover intention.

H2c: Organisational commitment mediates the relationship between WFC and turnover intention.

### **2.3. Work-family conflict, professional identity, and turnover intention**

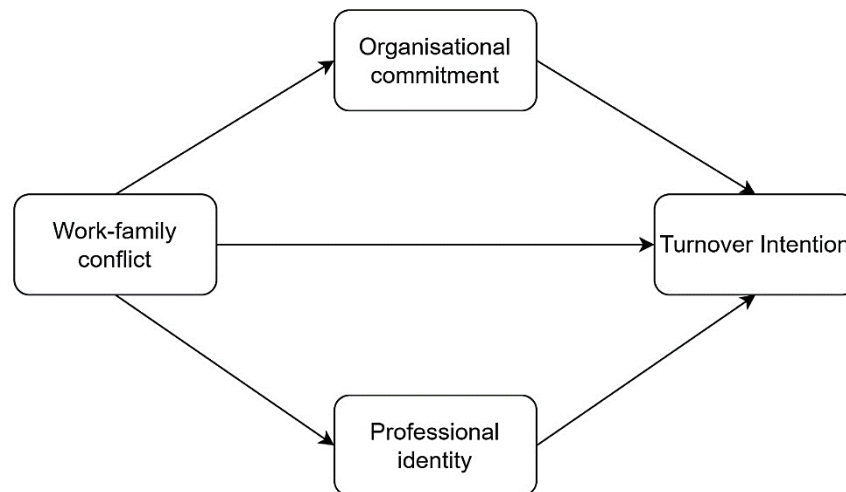
Professional identity refers to “the attitudes, values, knowledge, beliefs and skills shared with others within a professional group” (Adams et al., 2006). Professional identity (PI), which refers to one's perspective of the social significance and worth of the work they engage in, is a significant factor, and has been shown to be strongly associated with turnover intention, burnout, and job satisfaction among specialists (Sabanciogullari, Dogan, 2015; Zhang et al., 2018). According to the perspective of social occupational cognition theory, when the occupational environment does not match the expected career outcomes, it can reduce the individual's identification with the professional activities they are engaged in (Lent, Brown, 2013). As a result, their self-awareness and emotional experience of professional activities may decline, potentially triggering the intention to quit (Lent, Brown, 2013). Work-family conflict reduces the consistency between the current professional environment of preschool teachers and their expected professional results, thereby affecting the professional identity of preschool teachers, which can easily lead to their intention to leave the profession (Zhou et al., 2020). In addition, a study found that work-family conflict can significantly reduce an individual's professional identity (Cohen-Scali, 2003).

The connection between professional identity and retaining students in nursing programs, as well as quitting career as a nurse, is strongly linked (Worthington et al., 2013; Yang, Yin, 2019). Enhancing employees' professional identity can significantly reduce their intentions to leave the company. If the staff member believes that their work holds significance and creates value for themselves, they will have a stronger professional identity, experience greater engagement and satisfaction in their job; whereas if their professional identity is weaker, they may consider leaving their current job when a suitable opportunity presents itself (Applebaum et al., 2010; Poon, 2004). Given the reasoning discussed above, we hypothesise that

H3a: WFC is negatively associated with professional identity.

H3b: Professional identity is negatively associated with turnover intention.

H3c: Professional identity mediates the relationship between WFC and turnover intention.



**Figure 1.** Research Model.

Source: Own study.

### 3. Methods

#### 3.1. Sampling

The study targeted employees working in high-tech enterprises located in Pakistan. A random sampling method was employed to select a representative sample of high-tech enterprises. This ensured that the sample adequately represented different regions of Pakistan. Questionnaires were distributed to 550 individuals employed in high-tech enterprises in Pakistan. After excluding any invalid responses, a total of 301 questionnaires were obtained, resulting in an overall response rate of 54.7%. A total of 301 participants were deemed appropriate for the study. Table 1 presents the demographic characteristics of the participants.

**Table 1.***Demographic characteristics*

		<b>Frequency</b>	<b>Percentage</b>
<b>Gender</b>	Male	160	53%
	Female	141	47%
	Total	301	100%
<b>Age in years</b>	20-25	18	6%
	26-30	49	16%
	31-35	89	30%
	35-40	46	15%
	41-45	37	12.2%
	46-50	36	11.9
	51 and over	26	8.63%
<b>Education</b>	Bachelor Degree	94	31%
	Master's Degree	137	45%
	PhD Degree	69	23%
<b>Working years</b>	0-3 years	61	20%
	4-5 years	97	32%
	6-15 years	115	38%
	16-20 years	24	8%
	21 and over	4	1.3%

Source: Own study.

### 3.2. Data collection and analysis

Data was collected using a structured, self-reported questionnaire. The survey was administered to the participants either in person or through online platforms, depending on their preferences and feasibility. Participants were provided with explicit guidelines on completing the survey and were assured that their responses would be treated as confidential and remain anonymous. Data collection continued for three months. Hypothesis testing and data analysis were conducted using Hayes' PROCESS using SPSS version 23. The PROCESS macro is widely employed in social science research as it offers a more accurate and efficient approach for examining the connection between variables (MacKinnon et al., 2012). Descriptive statistics analysis was also performed using SPSS version 23. The PROCESS macro (bootstrap set to 5000) was utilized to examine the indirect effect (Hayes, 2013). Additionally, an analytical method known as conditional process analysis (Model 4), as outlined in Hayes (2013), was employed to investigate how organisational commitment and professional identity mediate the relationship between WFC and turnover intention.

### 3.3. Measures

The measurement of WFC was evaluated using a scale devised by Carlson et al. (2000). The scale consists of nine statements that are evaluated on a five-point Likert scale, with options ranging from 1 (representing strong disagreement) to 5 (signifying strong agreement). An example statement from the scale is: "My work keeps me from my family activities more than I would like." This study adopted the scale developed by Allen & Meyer

(1990) to measure organisational commitment. The scale comprises three dimensions and consists of 18 items. Each dimension has six items: affective commitment (e.g., “I do not feel like part of the family at my organization”), normative commitment (e.g., “I would feel guilty if I left my organisation now”), and continuance commitment (e.g., “Changing professions now would be difficult for me to do”). All the items are assessed on a five-point Likert scale, where 1 represents “strongly disagree” and 5 represents “strongly agree”.

Turnover intention is measured utilising the scale designed by Tett & Meyer (1993). The scale contains four items. A sample item is “I often think of quitting the job”. The items are presented to the respondents using a five-point Likert ranging from 1 (never) to 5 (always). The scale developed by Brown et al. (1986) was used to evaluate professional identity. The assessment comprises three subscales, namely professional cognition with three items, professional impact with three items, and professional evaluation with four items. Overall, there were a total of 10 items, and participants were required to provide their responses on a five-point Likert scale, where 1 represents “never” and 5 indicates “very often”.

## **4. Analysis and results**

### **4.1. Preliminary analysis**

Data cleaning and screening are essential parts of ensuring the data set is free from errors. For this purpose, missing value analysis is performed, and the results show that there are no missing values in the file. Data normality is assessed through Skewness and Kurtosis (Hair et al., 2006). The acceptable range for Skewness is less than 2 and for Kurtosis is less than 3 (Kline, 1998). As observed in Table 2, the Skewness and Kurtosis values are within an acceptable range. Therefore, the data does not deviate from the normal distribution. Hence, the data is suitable for further analysis. Cronbach's alpha was used to confirm the reliability of each variable. A Cronbach's alpha value of 0.70 is considered within the acceptable range (Hair et al., 2010). Table 4 indicates that all the values of the study variables meet the criteria. The correlation test was conducted to assess the strength and relationships among the independent, mediating and dependent variables. As shown in Table 3, the result shows that there is a positive correlation between all the variables.



**Table 2.**  
*Descriptive statistics*

Variables	Mean	SD	Skewness	Kurtosis
WFC	3.83	0.86	-0.73	-0.16
OC	3.81	0.64	-0.91	0.87
TI	4.09	0.75	-0.83	-0.02
PI	3.95	0.87	-0.82	0.40

Note. Note: WFC = Work-family conflict, OC = Organizational commitment, TI = Turnover intention, PI = Professional identity, SD = Standard deviation.

Source: Own study.

**Table 3.**  
*Correlation analysis*

	WFC	OC	TI	PI
WFC	1			
OC	0.70**	1		
TI	0.63**	0.51**	1	
PI	0.74**	0.65**	0.70**	1

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

Note. WFC = Work-family conflict, OC = Organizational Commitment, TI = Turnover Intention, PI = Professional identity.

Source: Own study.

**Table 4.**  
*Reliability of variables*

Study Variables	Cronbach Alpha	No of items
WFC	0.95	8
OC	0.96	18
TI	0.86	4
PI	0.91	10

Note. WFC = Work-family conflict, OC = Organizational commitment, TI = Turnover intention, PI = Professional identity.

Source: Own study.

## 4.2. Process Macros results

To test the study hypotheses, Process macro in SPSS version 23 was utilised. Hayes' PROCESS macro model 4 was applied to test the mediational effect (Hayes, 2013). Before running the complete model, the model was examined to determine if it fulfils Barons and Kenny's (1986) conditions for investigating mediation. The first condition is that WFC must be correlated with turnover intention. Table 5 shows that WFC is significantly and positively associated with TI (coefficient = 0.44,  $P < 0.001$ ), providing support for H1. Therefore, the first condition is fulfilled.

The second condition requires that the independent variable must have a correlation with the mediator, while the mediator must have a correlation with the dependent variable as stated in the third condition. Hypotheses H2a and H2b stated that WFC is negatively associated with OC, and OC is negatively associated with turnover intention. The results indicate that WFC is negatively associated with OC (coefficient = 0.50,  $P < 0.001$ ), and OC is negatively related to

turnover intention (coefficient = 0.40,  $P < 0.001$ ). Therefore, hypotheses H2a and H2b are supported.

H3a and H3b state that WFC is negatively and significantly associated with professional identity, and professional identity is negatively related to turnover intention. The results show that WFC is negatively associated with PI (coefficient = 0.32,  $P < 0.001$ ), and PI is negatively related to turnover intention (coefficient = 0.38,  $P < 0.001$ ), which supports hypotheses 3a and 3b.

**Table 5.**  
*PROCESS macro's results*

Relation	Direct Effect			Indirect Effect	
	Coefficient	t value	p value	LLCI	ULCI
WFC → TI	0.44	8.53	***	0.34	0.55
WFC → OC	0.50	15.56	***	0.44	0.57
OC → TI	0.40	2.85	***	0.33	0.61
WFC → PI	0.32	6.27	***	0.22	0.42
PI → TI	0.38	8.59	***	0.29	0.47

Note. LLCI = Lower level of the confidence interval, ULCI = Upper level of the confidence interval.

Source: Own study.

To test the mediational effect, 5000 bootstrapping with a 95% confidence interval is conducted on PROCESS macros (Preacher, Hayes, 2008). According to Preacher & Hayes (2008), Indirect effect would be significant if confidence interval does not contain zero. Hypotheses H2c and H3c indicated the indirect effect of WFC on turnover intention through organisational commitment and professional identity. Table 6 shows that the organisational commitment mediated WFC and turnover intention relationship (coefficient = 0.29, 95%; CI [0.20, 0.50]). These upper and lower values do not overlap with a value of zero, which supports hypothesis H2c. Similarly, the results indicate that professional identity mediates the connection between WFC and turnover intention (coefficient = 0.32, 95%; CI [0.25, 0.45]) and thus provides evidence in favour of hypothesis H3c, as demonstrated in Table 6.

**Table 6.**  
*Indirect effect*

Indirect Effect	Coefficient	LLCI	ULCI
WFC → OC → TI	0.29	0.20	0.50
WFC → PI → TI	0.32	0.25	0.45

## 5. Discussion

This study provides empirical analysis of the relationship between WFC and turnover intention, focusing on the mediating roles of organisational commitment and professional identity among employees in Pakistan's high-tech industry. The findings align with and expand

on existing literature, offering critical insights into the unique dynamics of high-stakes, high-demand sectors.

As prior studies have established, WFC is a significant predictor of TI. Our results corroborate this link, demonstrating that WFC is positively and significantly associated with turnover intention. These findings are consistent with existing research (Ghayyur, Jamal, 2013; Li et al., 2021; Mumu et al., 2021), reinforcing the understanding that employees facing conflict between their professional and personal responsibilities are more likely to consider leaving their organisation. This issue is particularly pronounced in the high-tech industry, where the fast-paced and demanding environment intensifies the challenges of balancing work and personal life. Such conflict erodes job satisfaction and triggers turnover intentions, highlighting a pressing need for organisations in this sector to develop effective work-life balance initiatives.

Moreover, the findings confirm that organisational commitment mediates the relationship between WFC and turnover intention. Employees experiencing high levels of WFC report diminished organisational commitment, which in turn increases their propensity to leave. This aligns with previous research (Chan, Ao, 2018; Hatam et al., 2016; Li et al., 2021; Zhou et al., 2020), underscoring the importance of fostering a supportive workplace culture to strengthen employees' emotional and psychological attachment to their organisations. Practical interventions, such as flexible working arrangements, career development programs, and managerial support, could enhance organisational commitment and mitigate the adverse effects of WFC on employee retention.

Additionally, professional identity emerged as another critical mediator in the WFC-TI relationship. Employees grappling with significant WFC tend to develop weaker professional identities, further intensifying their intentions to quit. This finding underscores the broader implications of WFC, which not only undermines organisational loyalty but also weakens employees' identification with their professional roles. In line with social occupational cognition theory, employees who perceive a misalignment between their work environment and professional aspirations are more likely to disengage, ultimately considering alternative career paths (Cohen-Scali, 2003; Lent, Brown, 2013). Organisations should actively support employees in reconciling professional and personal identities, potentially through mentorship programs, role enrichment opportunities, and recognition initiatives.

Overall, this study highlights the critical need for high-tech enterprises to address WFC through targeted interventions that enhance both organisational commitment and professional identity. By fostering a balanced work environment and promoting a sense of belonging and professional purpose, organisations can reduce turnover intentions, improve employee well-being, and achieve long-term sustainability.

### 5.1. Implications

The findings offer several theoretical advancements. First, by confirming the significant impact of WFC on turnover intention, this study reinforces COR theory, which posits that individuals facing resource depletion due to conflicting work and family demands are more likely to adopt withdrawal behaviours such as turnover. The integration of OC and PI as mediators further enriches this framework by identifying specific psychological constructs that influence this process. Second, the study provides novel insights into the mediating role of PI in the WFC-TI relationship. While prior research has predominantly focused on PI in fields such as nursing or education, this study extends its application to high-tech enterprises, highlighting the relevance of professional identity in knowledge-intensive, fast-paced industries. Specifically, it emphasizes that WFC not only erodes employees' organisational commitment but also diminishes their identification with their professional roles, a connection that has been underexplored in previous studies. Finally, the study addresses a critical research gap by examining WFC and TI in the high-tech sector within a collectivist society like Pakistan, thus contributing to the growing literature on work-family issues in non-Western contexts.

The findings of this study hold significant practical relevance for organisations, particularly in the high-tech industry, where retaining skilled talent is critical. Organisations can adopt the following strategies. First, the direct link between WFC and TI underscores the need for organisations to prioritise work-life balance initiatives. Flexible working arrangements, telecommuting options, and workload management policies can help employees better balance their work and family responsibilities, thereby reducing WFC and the associated turnover intentions. Secondly, since OC mediates the relationship between WFC and TI, organisations should focus on creating an environment that fosters employee commitment. This can be achieved by promoting a supportive workplace culture, offering career development opportunities, and recognising employees' contributions. Structured mentorship programs, transparent career progression frameworks, and personalised recognition strategies can strengthen employees' commitment and mitigate the negative impact of WFC.

Third, organisations should invest in strategies that enhance employees' professional identity. Mentorship programs, skills development workshops, and opportunities for meaningful work can help employees align their professional roles with their personal aspirations. Encouraging employees to take ownership of their work and recognise its value can strengthen their identification with their professions, reducing turnover intentions. To implement these initiatives effectively, organisations can create structured competency-building roadmaps and establish peer-learning platforms that reinforce professional growth.

Fourth, the demanding nature of the high-tech sector necessitates industry-specific solutions. For example, offering targeted stress management programs, fostering innovation-friendly environments, and providing resources for time management can help employees navigate the sector's fast-paced challenges without compromising their personal lives. Lastly,

in collectivist cultures like Pakistan, where family responsibilities often extend beyond immediate members, organisations should design family-friendly policies that accommodate broader familial obligations. For instance, offering support for extended family caregiving or granting additional leave for family events can help reduce WFC and its negative consequences.

## **5.2. Research limitations and future research directions**

This study has certain limitations that should be acknowledged. First, it focuses exclusively on employees in the high-tech sector in Pakistan, which limits the generalizability of the findings to other industries or cultural contexts. The dynamics of work-family conflict, organisational commitment, professional identity, and turnover intention may differ in less demanding industries or in countries with individualistic cultures. Additionally, the cross-sectional design of the study restricts its ability to establish causal relationships between the variables. Longitudinal research is needed to examine how these relationships evolve over time and whether the effects persist or change in different circumstances.

Another key limitation is the reliance on self-reported data, which may introduce potential biases such as common method bias and social desirability bias. These biases could influence the accuracy of responses and the interpretation of findings. Future research should consider incorporating objective measures or multi-source data to mitigate these effects. Moreover, while this study explored OC and PI as mediators, other potential mediators or moderators, such as job satisfaction, resilience, or family support, were not included, leaving opportunities for further exploration.

Future research could address these limitations by examining the WFC-TI relationship in other industries, such as healthcare or education, and in different cultural contexts, particularly in individualistic societies. Conducting longitudinal studies would also help establish causal relationships and provide insights into how WFC and its impacts evolve over time. Exploring additional mediators or moderators, such as perceived organisational support or family dynamics, could yield a more comprehensive understanding of the factors influencing turnover intention. Research could also investigate the effectiveness of interventions like flexible work arrangements, stress management programs, or mentorship initiatives to mitigate WFC and its outcomes. Additionally, future studies might focus on gender-specific experiences, as family responsibilities and WFC often vary across genders. Incorporating qualitative methods, such as interviews or focus groups, could further enrich the understanding of employees' lived experiences and provide deeper insights into the interplay of WFC and turnover intention.

## 6. Conclusion

This study highlights the pivotal role of work-family conflict in shaping employee turnover intentions within Pakistan's high-tech sector. The findings reveal that work-family conflict serves as a significant driver of turnover intentions, with organizational commitment and professional identity acting as critical mediators. Elevated work-family conflict erodes employees' emotional connection to their organization and diminishes their professional identity, ultimately increasing their propensity to leave. These insights underscore the pressing need for organizations to cultivate supportive work environments that address the intricate challenges of balancing personal and professional responsibilities. Prioritizing strategies to enhance organizational commitment and strengthen employees' professional identity emerges as a vital approach to mitigating the detrimental impact of work-family conflict. By doing so, organizations can not only reduce turnover intentions but also foster a more engaged, resilient, and committed workforce. These findings contribute to a deeper understanding of the dynamics affecting employee retention in high-demand sectors and offer a foundation for future studies exploring the multifaceted nature of work-family conflict and its organizational impact.

## References

1. Aboobaker, N., Edward, M. (2020). Collective influence of work–family conflict and work–family enrichment on turnover intention: exploring the moderating effects of individual differences. *Global Business Review*, 21(5), 1218-1231. <https://doi.org/10.1177/0972150919857015>
2. Adams, K., Hean, S., Sturgis, P., Clark, J.M. (2006). Investigating the factors influencing professional identity of first-year health and social care students. *Learning in Health and Social Care*, 5(2), 55-68. <https://doi.org/10.1111/J.1473-6861.2006.00119.X>
3. Albalawi, A.S., Naughton, S., Elayan, M.B., Sleimi, M.T. (2019). Perceived organizational support, alternative job opportunity, organizational commitment, job satisfaction and turnover intention: A moderated-mediated model. *Organizacija*, 52(4), 310-324. <https://doi.org/10.2478/orga-2019-0019>
4. Allen, N.J., Meyer, J.P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18. <https://doi.org/10.1111/j.2044-8325.1990.tb00506.x>
5. Allen, T.D., Herst, D.E., Bruck, C.S., Sutton, M. (2000). Consequences associated with work-to-family conflict: a review and agenda for future research. *Journal of Occupational Health Psychology*, 5(2), 278-308. <https://doi.org/10.1037/1076-8998.5.2.278>

6. Amstad, F.T., Meier, L.L., Fasel, U., Elfering, A., Semmer, N.K. (2011). A Meta-Analysis of Work-Family Conflict and Various Outcomes with a Special Emphasis on Cross-Domain Versus Matching-Domain Relations. *Journal of Occupational Health Psychology*, 16(2), 151-169. <https://doi.org/10.1037/A0022170>
7. Anvari, R., JianFu, Z., Chermahini, S.H. (2014). Effective Strategy for Solving Voluntary Turnover Problem among Employees. *Procedia - Social and Behavioral Sciences*, 129, 186-190. <https://doi.org/10.1016/J.SBSPRO.2014.03.665>
8. Applebaum, D., Fowler, S., Fiedler, N., Osinubi, O., Robson, M. (2010). The Impact of Environmental Factors on Nursing Stress, Job Satisfaction, and Turnover Intention. *Journal of Nursing Administration*, 40(7-8), 323-328. <https://doi.org/10.1097/NNA.0B013E3181E9393B>
9. Baron, R.M., Kenny, D.A. (1986). The moderator–mediator variable distinction in social psychological research: Conceptual, strategic, and statistical considerations. *Journal of Personality and Social Psychology*, 51(6), 1173.
10. Brown, R., Condor, S., Mathews, A., Wade, G., Williams, J. (1986). Explaining intergroup differentiation in an industrial organization. *Journal of Occupational Psychology*, 59(4), 273-286.
11. Bruck, C.S., Allen, T.D., Spector, P.E. (2002). The Relation between Work–Family Conflict and Job Satisfaction: A Finer-Grained Analysis. *Journal of Vocational Behavior*, 60(3), 336-353. <https://doi.org/10.1006/JVBE.2001.1836>
12. Carlson, D.S., Kacmar, K.M., Williams, L.J. (2000). Construction and Initial Validation of a Multidimensional Measure of Work–Family Conflict. *Journal of Vocational Behavior*, 56(2), 249-276. <https://doi.org/10.1006/JVBE.1999.1713>
13. Chan, S.H.J., Ao, C.T.D. (2018). The Mediating Effects of Job Satisfaction and Organizational Commitment on Turnover Intention, in the Relationships Between Pay Satisfaction and Work–Family Conflict of Casino Employees. *Journal of Quality Assurance in Hospitality & Tourism*, 20(2), 206-229. <https://doi.org/10.1080/1528008X.2018.1512937>
14. Chanana, N. (2021). The impact of COVID-19 pandemic on employees organizational commitment and job satisfaction in reference to gender differences. *Journal of Public Affairs*, 21(4), e2695. <https://doi.org/10.1002/PA.2695>
15. Chao, K. (2010). Relationship among Organizational Commitment, Job Characteristics, Job Satisfaction, and Turnover Intention within Kindergartens: An Empirical Study in Malaysia. *Journal of Educational Research*, 44(1), 179-204.
16. Chen, G., Ployhart, R.E., Thomas, H.C., Anderson, N., Bliese, P.D. (2017). The Power of Momentum: A New Model of Dynamic Relationships between Job Satisfaction Change and Turnover Intentions. *Academy of Management Journal*, 54(1), 159-181. <https://doi.org/10.5465/AMJ.2011.59215089>

17. Chen, H., Ayoun, B., Eyoun, K. (2018). Work-Family conflict and turnover intentions: A study comparing China and U.S. hotel employees. *Journal of Human Resources in Hospitality & Tourism*, 17(2), 247-269. <https://doi.org/10.1080/15332845.2017.1406272>
18. Choi, I. (2013). The Relationship between Perceived Participation in Decision Making and Turnover Intention among Early Childhood Teachers: The Mediating Effect of Organizational Commitment. *Korean Journal of Childcare and Education*, 9(5), 109-129. <https://doi.org/10.14698/JKCCE.2013.9.5.109>
19. Cohen-Scali, V. (2003). The influence of family, social, and work socialization on the construction of the professional identity of young adults. *Journal of Career Development*, 29(4), 237-249. <https://doi.org/10.1023/A:1022987428665/METRICS>
20. Dodanwala, T.C., Santoso, D.S., Shrestha, P. (2022). The mediating role of work–family conflict on role overload and job stress linkage. *Built Environment Project and Asset Management*, 12(6), 924-939. <https://doi.org/10.1108/BEPAM-12-2021-0153/FULL/PDF>
21. Eby, L.T., Maher, C.P., Butts, M.M. (2009). The Intersection of Work and Family Life: The Role of Affect. *Annual review of psychology*, 61(1), 599-622. <https://doi.org/10.1146/ANNUREV.PSYCH.093008.100422>
22. Faiz, R. (2015). *Work-family conflict: a case study of women in Pakistani banks*. PhD Diss., University of Hertfordshire, <https://uhra.herts.ac.uk/handle/2299/16037>.
23. French, K.A., Allen, T.D., Kidwell, K.E. (2022). When does work-family conflict occur? *Journal of Vocational Behavior*, 136, 103727. <https://doi.org/10.1016/J.JVB.2022.103727>
24. French, K.A., Dumani, S., Allen, T.D., Shockley, K.M. (2018). A meta-analysis of work–family conflict and social support. *Psychological Bulletin*, 144(3), 284.
25. Frone, M.R., Russell, M., Cooper, M.L. (1997). Relation of work–family conflict to health outcomes: A four-year longitudinal study of employed parents. *Journal of Occupational and Organizational Psychology*, 70(4), 325-335. <https://doi.org/10.1111/J.2044-8325.1997.TB00652.X>
26. Ghayyur, M., Jamal, W. (2013). Work-Family Conflicts: A Case of Employees' Turnover Intention. *International Journal of Social Science and Humanity*, 2(3), 168-174. <https://doi.org/10.7763/IJSSH.2012.V2.90>
27. Goff, S.J., Mount, M.K., Jamison, R.L. (1990). Employer supported child care, work/family conflict, and absenteeism: a field study. *Personnel Psychology*, 43(4), 793-809. <https://doi.org/10.1111/J.1744-6570.1990.TB00683.X>
28. Grandey, A.A., Cropanzano, R. (1999). The Conservation of Resources Model Applied to Work–Family Conflict and Strain. *Journal of Vocational Behavior*, 54(2), 350-370. <https://doi.org/10.1006/JVBE.1998.1666>
29. Greenhaus, J.H., Powell, G.N. (2006). When work and family are allies: A theory of work-family enrichment. *The Academy of Management Review*, 31, 72-92. <https://doi.org/10.2307/20159186>



30. Gull, N., Song, Z., Shi, R., Asghar, M., Rafique, M.A., Liu, Y. (2021). Paternalistic Leadership, Polychronicity, and Life Satisfaction of Nurses: The Role of Work-Family Conflict and Family-Work Conflict in Public Sector Hospitals. *Frontiers in Psychology*, 12, 648332. <https://doi.org/10.3389/FPSYG.2021.648332/BIBTEX>
31. Haar, J., Martin, W.J. (2022). He aronga takirua: Cultural double-shift of Māori scientists. *Human Relations*, 75(6), 1001-1027. [https://doi.org/10.1177/00187267211003955/ASSET/IMAGES/LARGE/10.1177\\_00187267211003955-FIG2.JPEG](https://doi.org/10.1177/00187267211003955/ASSET/IMAGES/LARGE/10.1177_00187267211003955-FIG2.JPEG)
32. Hair, J., Black, W., Babin, B., Anderson, R. (2010). *Multivariate Data Analysis: A Global Perspective*. London, UK: Pearson Prentice Hall.
33. Hair, J.F., Black, W.C., Babin, B.J., Anderson, R.E., Tatham, R.L. (2006). Multivariate data analysis 6th Edition. Humans: Critique and Reformulation. *Journal of Abnormal Psychology*, 87. New Jersey: Pearson Prentice Hall, 49-74.
34. 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.
35. Hatam, N., Jalali, M.T., Askarian, M., Kharazmi, E. (2016). Relationship between Family-Work and Work-Family Conflict with Organizational Commitment and Desertion Intention among Nurses and Paramedical Staff at Hospitals. *International Journal of Community Based Nursing and Midwifery*, 4(2), 107./pmc/articles/PMC4876779/
36. Hayes, A.F. (2013). Introduction to mediation, moderation, and conditional process analysis: A regression-based approach. In: *Introduction to mediation, moderation, and conditional process analysis: A regression-based approach*. Guilford Press.
37. Heikkinen, S., Lämsä, A.M. (2017). Narratives of Spousal Support for the Careers of Men in Managerial Posts. *Gender, Work & Organization*, 24(2), 171-193. <https://doi.org/10.1111/GWAO.12157>
38. Hendra, P.N.B., Made, S. (2019). Effect of work-family conflict, job stress and organizational commitment of employee performance on government employees in the DPRD Secretariat of Bali Province, Indonesia. *Russian Journal of Agricultural and Socio-Economic Sciences*, 89(5), 187-197.
39. Hidayati, N., Zarlis, M., Absah, Y. (2019). Effect of work-family conflict on commitment organization through work stress with religiosity as a moderating variable in health workers of Latersia Binjai Hospital. *International Journal of Research and Review*, 6(5), 167-187.
40. Hsiao, H. (2022). A Cross-Cultural Study of Organizational Work–Family Initiatives, Work Demands and Conflict, and Job-Related Outcomes among Working Parents across 24 Countries. *Cross-Cultural Research*, 56(2-3), 268-300. <https://doi.org/10.1177/10693971221075208>
41. Islam, N. (2004). Sifarish, Sycophants, Power and Collectivism: Administrative Culture in Pakistan. *International review of administrative sciences*, 70(2), 311-330. <https://doi.org/10.1177/0020852304044259>

42. Joo, B., Park, S. (2010). Career satisfaction, organizational commitment, and turnover intention: The effects of goal orientation, organizational learning culture and developmental feedback. *Leadership & Organization Development Journal*, 31(6), 482-500. <https://doi.org/10.1108/01437731011069999/FULL/PDF>
43. Kengatharan, N., Kunatilakam, S. (2020). Work-family conflict among female nurses in the healthcare sector. *International Journal of Work Organisation and Emotion*, 11(3), 213-230. <https://doi.org/10.1504/IJWOE.2020.111315>
44. Kline, R.B. (1998). *Structural equation modeling*. New York: Guilford.
45. Larkin, I.M. (2015). Job satisfaction, organizational commitment, and turnover intention of online teachers in the K-12 setting. *Journal of Asynchronous Learning Network*, 20(3), 26-51.
46. Lee, T.W., Mitchell, T.R., Holtom, B.C., McDaniel, L.S., Hill, J.W. (1999). The Unfolding Model of Voluntary Turnover: A Replication and Extension. *Academy of Management Journal*, 42(4), 450-462. <https://doi.org/10.2307/257015>
47. Lent, R.W., Brown, S.D. (2013). Social cognitive model of career self-management: Toward a unifying view of adaptive career behavior across the life span. *Journal of Counseling Psychology*, 60(4), 557-568. <https://doi.org/10.1037/A0033446>
48. Li, M.J., Wang, Z.H., Liu, Y. (2015). Work family conflicts and job burnout in primary and middle school teachers: the mediator role of self-determination motivation. *Psychol. Dev. Educ*, 31, 368-376.
49. Li, X., Guo, Y., Zhou, S. (2021). Chinese Preschool Teachers' Income, Work-Family Conflict, Organizational Commitment, and Turnover Intention: A Serial Mediation Model. *Children and Youth Services Review*, 106005. <https://doi.org/10.1016/j.childyouth.2021.106005>
50. Liao, H., Huang, L., Hu, B. (2022). Conservation of resources theory in the organizational behavior context: Theoretical evolution and challenges. *Advances in Psychological Science*, 30(2), 449-463. <https://doi.org/10.3724/SP.J.1042.2022.00449>
51. Lim, A.J.P., Loo, J.T.K., Lee, P.H. (2017). The impact of leadership on turnover intention: The mediating role of organizational commitment and job satisfaction. *Journal of Applied Structural Equation Modeling*, 1(1), 27-41. [https://doi.org/10.47263/JASEM.1\(1\)04](https://doi.org/10.47263/JASEM.1(1)04)
52. Liu, B., Wang, Q., Wu, G., Zheng, J., Li, L. (2020). How family-supportive supervisor affect Chinese construction workers' work-family conflict and turnover intention: investigating the moderating role of work and family identity salience. *Construction Management and Economics*, 38(9), 807-823. <https://doi.org/10.1080/01446193.2020.1748892>
53. MacKinnon, D., Cox, S., Baraldi, A.N. (2012). Guidelines for the Investigation of Mediating Variables in Business Research. *Journal of Business and Psychology*, 27(1), 1-14. <https://doi.org/10.1007/S10869-011-9248-Z>

54. Martineau, É., Trottier, M. (2022). How does work design influence work-life boundary enactment and work-life conflict? *Community, Work & Family*, 27(2), 252-268. <https://doi.org/10.1080/13668803.2022.2107487>
55. Meyer, J.P., Allen, N.J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89. [https://doi.org/https://doi.org/10.1016/1053-4822\(91\)90011-Z](https://doi.org/https://doi.org/10.1016/1053-4822(91)90011-Z)
56. Mukanzi, C.M., Senaji, T.A. (2017). Work–family conflict and employee commitment: The moderating effect of perceived managerial support. *SAGE Open*, 7(3), 2158244017725794.
57. Mumu, J.R., Tahmid, T., Azad, M.A.K. (2021). Job satisfaction and intention to quit: A bibliometric review of work-family conflict and research agenda. *Applied Nursing Research*, 59, 151334. <https://doi.org/10.1016/J.APNR.2020.151334>
58. Netemeyer, R.G., Boles, J.S., McMurrian, R. (1996). Development and validation of work–family conflict and family–work conflict scales. *Journal of Applied Psychology*, 81(4), 400. <https://doi.org/10.1037/0021-9010.81.4.400>
59. Nie, S., Sun, C., Wang, L., Wang, X. (2021). The Professional Identity of Nursing Students and Their Intention to Leave the Nursing Profession During the Coronavirus Disease (COVID-19) Pandemic. *The Journal of Nursing Research: JNR*, 29(2), e139. <https://doi.org/10.1097/JNR.0000000000000424>
60. O’Driscoll, M.P., Brough, P., Kalliath, T.J. (2004). Work/family conflict, psychological well-being, satisfaction and social support: a longitudinal study in New Zealand. *Equal Opportunities International*, 23(1/2), 36-56. <https://doi.org/10.1108/02610150410787846>
61. Poon, J.M.L. (2004). Effects of performance appraisal politics on job satisfaction and turnover intention. *Personnel Review*, 33(3), 322-334. <https://doi.org/10.1108/00483480410528850>
62. Powell, G.N., Francesco, A.M., Ling, Y. (2009). Toward culture-sensitive theories of the work–family interface. *Journal of Organizational Behavior*, 30(5), 597-616. <https://doi.org/10.1002/JOB.568>
63. Preacher, K.J., Hayes, A.F. (2008). Asymptotic and resampling strategies for assessing and comparing indirect effects in multiple mediator models. *Behavior Research Methods*, 40(3), 879-891. <https://doi.org/10.3758/BRM.40.3.879>
64. Rahman, S., Islam, M.Z., Ahad Abdullah, A.D., Sumardi, W.A. (2018). Empirical investigation of the relationship between organizational factors and organizational commitment in service organizations. *Journal of Strategy and Management*, 11(3), 418-431. <https://doi.org/10.1108/JSMA-01-2018-0007/FULL/PDF>
65. Raymo, J.M., Park, H., Xie, Y., Yeung, W.J.J. (2015). Marriage and family in East Asia: Continuity and change. *Annual review of sociology*, 41(1), 471-492.
66. Ribeiro, N., Gomes, D., Oliveira, A.R., Dias Semedo, A.S. (2023). The impact of the work-family conflict on employee engagement, performance, and turnover intention.

- International Journal of Organizational Analysis*, 31(2), 533-549. <https://doi.org/10.1108/IJOA-02-2021-2646/FULL/PDF>
67. Sabanciogullari, S., Dogan, S. (2015). Effects of the professional identity development programme on the professional identity, job satisfaction and burnout levels of nurses: A pilot study. *International Journal of Nursing Practice*, 21(6), 847-857.
  68. Shockley, K.M., Singla, N. (2011). Reconsidering Work—Family Interactions and Satisfaction: A Meta-Analysis. *Journal of Management*, 37(3), 861-886. <https://doi.org/10.1177/0149206310394864>
  69. Smith, C.E., Wayne, J.H., Matthews, R.A., Lance, C.E., Griggs, T.L., Pattie, M.W. (2022). Stability and change in levels of work–family conflict: A multi-study, longitudinal investigation. *Journal of Occupational and Organizational Psychology*, 95(1), 1-35. <https://doi.org/10.1111/JOOP.12372>
  70. Stellner, B. (2022). Influence of Parental Experience on Transformational Leadership Behaviour: A Test of Work-Family Enrichment of Male Managers from an Employee Perspective. *Organizacija*, 55(2), 112-127. <https://doi.org/10.2478/ORGA-2022-0008>
  71. Su, Z.X., Wang, Z., Chen, S. (2020). The impact of CEO transformational leadership on organizational voluntary turnover and employee innovative behaviour: the mediating role of collaborative HRM. *Asia Pacific Journal of Human Resources*, 58(2), 197-219. <https://doi.org/10.1111/1744-7941.12217>
  72. Sulek, R., Trembath, D., Paynter, J., Keen, D., Simpson, K. (2017). Inconsistent staffing and its impact on service delivery in ASD early-intervention. *Research in Developmental Disabilities*, 63, 18-27. <https://doi.org/10.1016/J.RIDD.2017.02.007>
  73. Talukder, A.K.M.M.H. (2022). Supervisor Family Support and Job Performance: Effects of Demand, Conflict, Balance, and Attitude. In: *Emotions and negativity* (pp. 17, 207-227). Emerald Publishing Limited. <https://doi.org/10.1108/S1746-979120210000017016>
  74. Tett, R.P., Meyer, J.P. (1993). Job satisfaction, organizational commitment, turnover intention, and turnover: path analyses based on meta- analytic findings. *Personnel Psychology*, 46(2), 259-293. <https://doi.org/10.1111/j.1744-6570.1993.tb00874.x>
  75. Wang, C., Xu, J., Zhang, T.C., & Li, Q.M. (2020). Effects of professional identity on turnover intention in China's hotel employees: The mediating role of employee engagement and job satisfaction. *Journal of Hospitality and Tourism Management*, 45, 10-22. <https://doi.org/10.1016/j.jhtm.2020.07.002>
  76. Wang, I.A., Lee, B.W., Wu, S.T. (2017). The relationships among work-family conflict, turnover intention and organizational citizenship behavior in the hospitality industry of Taiwan. *International Journal of Manpower*, 38(8), 1130-1142. <https://doi.org/10.1108/IJM-04-2015-0056/FULL/PDF>
  77. Wayne, J.H., Randel, A.E., Stevens, J. (2006). The role of identity and work–family support in work–family enrichment and its work-related consequences. *Journal of Vocational Behavior*, 69(3), 445-461. <https://doi.org/10.1016/J.JVB.2006.07.002>

78. Williamson, I.O., Burnett, M.F., Bartol, K.M. (2009). The interactive effect of collectivism and organizational rewards on affective organizational commitment. *Cross Cultural Management: An International Journal*. <https://doi.org/10.1108/13527600910930022>
79. Worthington, M., Salamonson, Y., Weaver, R., Cleary, M. (2013). Predictive validity of the Macleod Clark Professional Identity Scale for undergraduate nursing students. *Nurse Education Today*, 33(3), 187-191. <https://doi.org/10.1016/J.NEDT.2012.01.012>
80. Yahaya, R., Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review. *Journal of Management Development*, 35(2), 190-216. <https://doi.org/10.1108/JMD-01-2015-0004/FULL/PDF>
81. Yildiz, B., Yildiz, H., Ayaz Arda, O. (2021). Relationship between work–family conflict and turnover intention in nurses: A meta-analytic review. *Journal of Advanced Nursing*, 77(8), 3317-3330. <https://doi.org/10.1111/JAN.14846>
82. Zhang, W., Meng, H., Yang, S., Liu, D. (2018). The Influence of Professional Identity, Job Satisfaction, and Work Engagement on Turnover Intention among Township Health Inspectors in China. *International Journal of Environmental Research and Public Health*, Vol. 15(5), 988. <https://doi.org/10.3390/IJERPH15050988>
83. Zhou, S., Li, X., Gao, B. (2020). Family/friends support, work-family conflict, organizational commitment, and turnover intention in young preschool teachers in China: A serial mediation model. *Children and Youth Services Review*, 113, 104997. <https://doi.org/10.1016/J.CHILDYOUTH.2020.104997>