



**The Mediating Role of Value Congruence on the Relationship
Between Work-Life Balance and Employee Retention: A Study in the
Hospitality Industry**

Doctoral Thesis

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FINAL APPROVAL FOR THE THESIS



ÖZET

İş Yaşam Dengesi ile Çalışanların İşte Tutunması Arasındaki İlişkide Değer Uyumunun Aracılık Rolü: Konaklama Sektöründe Bir Araştırma

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Bu tez çalışması, iş-yaşam dengesinin (İYD) hem olumlu hem de olumsuz boyutlarının, turizm ve konaklama sektöründe çalışanların değer uyumu ve kalıcılığı üzerindeki etkisini araştırmayı amaçlamaktadır. Çalışma, iş-yaşam dengesi özellikleri ile çalışanı işte tutma arasında potansiyel bir aracı olarak değer uyumunu, işte kalma ile ayrılma niyetini birbirinden ayırarak incelemektedir. Tesadüfi olmayan örnekleme tekniği kullanılarak 528 konaklama çalışanından veriler toplanmış ve AMOS ve SPSS yazılımıyla Yapısal Eşitlik Modellemesi (SEM) kullanılarak analiz edilmiştir. Bulgular, İYD'nin dört boyutunun da işten ayrılma niyetiyle bağlantılı olduğunu, bununla birlikte, işte kalma niyetinin yalnızca kişisel yaşamın işe müdahalesi ve işin kişisel yaşamı geliştirmesi boyutlarıyla ilişkili olduğunu göstermektedir: Değer uyumu, İYD'nin olumlu yönleriyle pozitif yönde ilişkilidir ve İYD'nin bu olumlu yönleri ile işte kalma niyeti arasındaki ilişkide aracı olarak işlev görür. Bununla birlikte ayrılma niyetiyle ilişkili değildir. Bulgular, ayrıca, değer uyumunun işte kalma niyetini olumlu yönde etkilerken, işten ayrılma niyetini anlamlı bir şekilde etkilemediğini göstermektedir. Bu çalışma, konaklama işletmesi yöneticilerine İYD'yi ve değer uyumunu geliştirmek ve böylece çalışanları elde tutmayı iyileştirmek için pratik öneriler sunmaktadır. Bu araştırma, çalışanları destekleyici iş ortamlarının ve değer uyumunun önemini vurgulayarak konaklama sektöründe çalışanları elde tutmanın belirleyicilerine ilişkin önemli bilgiler sunmaktadır.

Anahtar Sözcükler: İş yaşam Dengesi, Değer Uyumunu, Çalışanların İşte Tutulması, Konaklama Sektörü

ABSTRACT

The Mediating Role of Value Congruence on the Relationship Between Work-Life Balance and Employee Retention: A Research in Hospitality Industry

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This study aims to investigate the impact of the dimensions of work-life balance (WLB) on employees' value congruence and retention within the hospitality industry. The study investigates value congruence as a potential mediator between work-life balance dimensions and employee retention, distinguishing between the intention to stay and leave. Data were collected from 520 hospitality employees using a non-probability convenience sampling technique and analyzed using Structural Equation Modeling with AMOS and SPSS software. The findings suggest that the four dimensions of WLB are linked to intention to leave, whereas the intention to stay is associated with only two dimensions: personal life interference with work (PLIW) and work enhancement of personal life (WEPL). Value congruence is positively associated to the positive aspects of WLB (enhancement) and is identified as a mediator in the relationship between these dimensions of WLB and the intention to stay, but not associated with the intention to leave. Moreover, the result suggests that while value congruence positively affects the intention to stay, it does not significantly influence intention to leave. The study offers practical recommendations for hospitality managers to enhance WLB and value congruence, thereby improving employee retention. Overall, this research provides substantial insights into the determinants of employee retention in the hospitality industry, emphasizing the significance of supportive work environments and value congruence.

Keywords: Work Life Balance, Value Congruence, Employee Retention, Hospitality

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Mohammed Mohammed Kunda

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LIST OF ABBREVIATIONS

AGFI	: Adjusted Goodness-Of-Fit Index
AVE	: Average Variance Extracted
AMOS	: Analysis of Moment Structures
ANOVA	: Analysis of Variance
CFA	: Confirmatory Factor Analysis
CFI	: Comparative Fit Index
CR	: Composite Reliability
CMIN	: Minimum Discrepancy
CMIN/DF	: Minimum Discrepancy to Degrees of Freedom
DF	: Degrees of freedom
EFA	: Exploratory Factor Analysis
GFI	: Goodness-of-Fit Index
INTSTAY	: Intention to Stay
INTLEAVE	: Intention to Leave
KMO	: Kaiser Meyer Olkin
PLEW	: Personal life enhancement of work
PLIW	: Personal life interference with work
R	: Correlation Coefficient
R ²	: R-squared
RMSEA	: Root Mean-Square Error of Approximation
RMR	: Root Mean Square Residual
SD	: Standard Deviation

SEM	: Structural Equation Modelling
SPSS	: Statistical Package for the Social Sciences
VC	: Value Congruence
WEPL	: Work enhancement of personal life
WFC	: Work-Family Conflict
WFE	: Work-Family Enrichment
WIPL	: Work interference with personal life
WLB	: Work-Life Balance
WLE	: Work-Life enhancement
WLI	: Work-Life interference

1 INTRODUCTION

1.1 Problem Statement

Work-life balance (WLB) has been an interesting area of discussion by both organizations and the academic community for the past two decades and still requires deeper understanding (Akter et al., 2022; Kumar et al., 2021). Also, it received less attention than it deserved in the hospitality industry (Deery & Jago, 2009). It is associated with employee attitude and behavioural outcomes such as organizational commitment (Silva et al., 2023), employee job satisfaction (e.g., Aman-Ullah et al., 2024; Karatepe et al., 2008), engagement (Parkes et al., 2008), organizational embeddedness (Dechawatanapaisal, 2017), psychological empowerment (Panda & Sahoo, 2021), psychological contract breach (Kaya & Karatepe, 2020), job burnout (Irfan et al., 2023), and citizenship behaviour (e.g., Pradhan et al., 2016). It is the deliberate allocation of time and effort by employees towards both work, and non-work-related activities, so as to achieve satisfactory level of fulfilment (Kelly et al., 2014).

It has evolved from a focus on gender-related policies meant to support families such as pregnant working women and employee work-family interactions (Graham and Dixon, 2014) to a more inclusive approach, using terms like ‘work-life balance’ or ‘work-nonwork balance’ as ways to encourage inclusion for employees without family responsibilities but want to find time for activities outside of work such as travel and sports (Kalliath & Brough, 2008). Organizations also realized that work and personal life are inextricably linked, that neither would be complete without the other, and that "integration of these two different domains" may benefit both (Greenhaus & Allen, 2011).

In recent decades, many organizations have acknowledged the benefits of implementing WLB policies (Rashmi & Kataria, 2022) and are integrating such policies into their strategic goals to improve employees' perceptions of them, which can improve their outcomes (Kumar et al., 2021). Rashmi & Kataria (2022) noted that, despite the strategic implications of WLB practice in organizations, the literature primarily focuses on individual-level effects of WLB, such as childcare, stress, burnout, sick leave, alcoholism, telecommuting, etc., rather than the organizational-level such as employee retention, performance, commitment, productivity, and profits. They recommend further

research to close this gap in the literature. In addition, contemporary researchers such as (e.g., Casper et al., 2017; Haar & Brougham, 2022) also believe underlying causes and consequences of WLB still need further study. Rashmi and Kataria's (2022) systematic literature review of 945 papers from 1998 to 2020, found that most WLB research came from economically developed countries like the US (19.15%), UK (17.98%), and Australia (8.57%). The number of studies in developing nations was small (21%). They recommend future research to address this gap in culturally diverse developing nations.

Several empirical studies indicated the impact of WLB on employee outcomes. However, they predominantly examined and assessed WLB as a single-dimensional and non-directional construct (e.g., Aman-Ullah et al., 2024; Brough et al., 2014; Haar & Brougham, 2022; Haar, 2013; Kakar, 2019). Frone (2003) posits that WLB is characterized by a combination of high inter-role enrichment and minimal inter-role conflict. The author presents a typology that classifies family/life roles by directional (work to family/life or family/life to work), and the type of influence (conflict or facilitation), encompassing four bidirectional negative and positive elements of work/life interface. Since then, several scholars (e.g., Demir & Budur, 2022; Fisher et al., 2009; HakemZadeh et al., 2022; Hayman, 2005; Hirschi et al., 2019; Kaur & Randhawa, 2021) have measured and operationalized WLB as directional and multidimensional.

Furthermore, empirical research that investigated the impact of WLB as directional and multidimensional based on Frone's (2003) typology on employee attitude and behaviour mostly concentrated on family domain as compared to nonwork/life domain (e.g., Karatepe & Azar, 2013; Karatepe & Baddar, 2006; Karatepe & Sokmen, 2006; Karatepe & Uludag, 2007; Vanderpool & Way, 2013). Scholars (e.g., Casper et al., 2017; Fisher et al., 2009; Frone, 2003; Kalliath & Brough, 2008; Lockwood, 2003) recommended researchers should go beyond work/family interface to investigate balance regarding work and numerous nonwork activities like religious, community, leisure, and educational roles. Therefore, instead than focusing only on the family aspect, this study explores the non-work aspects and its dimensions on value congruence and retention.

The literature on employee retention rarely distinguishes between intention to stay and to leave (e.g., Carbery et al., 2003; Chan et al., 2013; Ghosh et al., 2013; Kundu & Lata, 2017; Lambert et al., 2012). A few studies appear to distinguish these two aspects

of retention and report their determining factors separately. For example, Cho et al. (2009) investigate whether variables that reduce employee intention to leave also increase intention to stay. The authors propose a classify elements that affect both intentions to stay and to leave. Retainers only affect staying, while disengaged only affect leaving. Critical factors affect both the intentions, while neutral factors do not influence either.

Hakem Zadeh et al. (2022) study from 601 healthcare workers in Canada, use Cho et al.'s (2009) typology of determinants of employee retentions, and provide empirical evidence for the presence of distinct relationships between work/life interface factors and, the retention dimensions. Their findings demonstrated that, work interference with personal life is significantly more strongly associated with the intention of leaving an organization than of staying. Thus, the factors that affect staying may not affect leaving. This study aims to add to the few empirical studies (e.g., Cho et al., 2009; Govaerts et al., 2011; HakemZadeh et al., 2022; McCarthy et al., 2007; Nancarrow et al., 2014) that examine the difference between intention to stay, and leave.

Scholars (Deery, 2008; Deery & Jago, 2015), also showed a lack of WLB study in the tourism and hospitality industries, suggesting for more research. The industry is known for its poor working conditions, stress, overwork and employee dissatisfaction. This setting often causes work/life imbalance. This may bring about negative outcomes like stress and turnover. Several empirical studies (e.g., Adriano & Callaghan, 2020; Deery & Jago, 2015; Kerdpitak & Jermstittiparsert, 2020; Lindfelt et al., 2018 Maurya et al., 2021; Panda & Sahoo, 2021; Parkes et al., 2008; Thakur & Bhatnagar, 2017) have shown that WLB affect employee retention. However, limited studies have examined its effects on hospitality workers (e.g., Dechawatanapaisal, 2017; O'Neill John W. & Davis Kelly, 2011,). Given the importance of WLB in influencing employee retention, further research is required to address WLB challenges and underlying factors that influence their effectiveness (Deery & Jago, 2015). Therefore, this study will add to the literature by investigating the relationship regarding WLB and retention dimensions in Turkish hospitality industry.

Although several studies examined the impact of WLB on organization and individual outcomes, the mechanisms through which WLB leads to employee retention still need further research. Several mechanisms have been proposed, such as employee

commitment, job satisfaction, job embeddedness, perceived, psychological empowerment, employer branding, and organizational support (e.g., Aman-Ullah et al., 2024; Maurya et al., 2021; Panda & Sahoo, 2021; Silva et al., 2023; Thakur & Bhatnagar, 2017; Yang et al., 2023).

This study proposed value congruence as a potential mechanism linking WLB and employee retention. Extant literature shows that WLB influences Person-organization (P-O) value congruence (e.g., Firfiray & Mayo, 2017; Kakar et al., 2019; Sublett et al., 2021). It is a degree where employees' values align with those of their workplace (Molina, 2016). Individuals that possess similar values tend to view, interpret, respond, and react to phenomena in comparable manners. This promotes communication, fosters trust, and facilitates coordination among individuals. In turn, facilitate the organization's successfully achieving its goals and objectives (Molina, 2016). Therefore, value congruence improves interpersonal communication and cooperation while also making others easier to predict. As a result, greater communication, better cooperation, and predictability will result in an easy working environment, making the work experience enjoyable and satisfying (Bao et al., 2012).

Despite acknowledge of significance of WLB in influencing employee retention, the hospitality industry continues to face significant challenges associated with high turnover rate and employee dissatisfaction. The extant literature demonstrates that many employees struggle to combine their personal and professional lives, resulting in role conflict and strain. This imbalance not only affects employee well-being but also affect the organizational effectiveness and stability due to the difficulties involved in recruiting and training new staffs. In addition, the present literature indicates a limited number of studies that investigated the specific mechanisms by which WB impacts the work attitudes of employees. Moreover, we notice significant absence of empirical studies on the influence of WLB dimensions on employee retention within the hospitality industry. These knowledge gaps underscore the need for a thorough investigation of the effect of WLB dimensions on retentions and the mediating role of employee value congruence. We expect that employees' perception of WLB can leads to a sense of congruence within their personal values, and organizational values they encounter in their workplace. This alignment can contribute to their retention within the organization.

1.2 Purpose of the Study

The aim of this study is to explore how dimensions WLB influence the retention of hotel employees. The study also examines value congruence as a mechanism linking WLB and employee retention. We argue that the perception of WLB can potentially influence employees' congruence of personal values with the values that exist in their work environment, thereby contributing to their retention.

In addition, in accordance with few empirical studies (e.g., Cho et al., 2009; Govaerts et al., 2011; HakemZadeh et al., 2022; Nancarrow et al., 2014) that investigate the difference between intention leaving, and of staying, this study also aimed to offer a conceptual distinction between employee retention dimensions (intention to stay and to leave). We used a survey approach and questionnaire to collect data from employees working in the hospitality industry in Turkey's Antalya region. Various authors (e.g., Rashmi & Kataria, 2022) have highlighted the dearth of research on WLB in economically developing nations, which led to the selection of this region.

1.3 Research Questions

To explore the aforementioned problems in the existing literature, we investigated the following research questions:

- How employees' perceptions of WLB dimensions influence their intention to stay or leave?
- What is the association between employees' perceptions of WLB and their degree of congruence with their workplace's values?
- Does employee value congruence mediate the relationship between WLB dimensions and employee retention?

1.4 The Research Model and the Hypotheses

The figure 1, illustrates the research model, which encompasses all study variables. The study examined exogenous variables, which are the dimensions of WLB, including work interference with personal life (WIPL), personal life interference with work (PLIW), work enhancement of personal life (WEPL), and personal life

enhancement of work (PLEW). Employee value congruence is the mediator variable, whereas employee intention to stay and employee intention to leave are the endogenous variables.

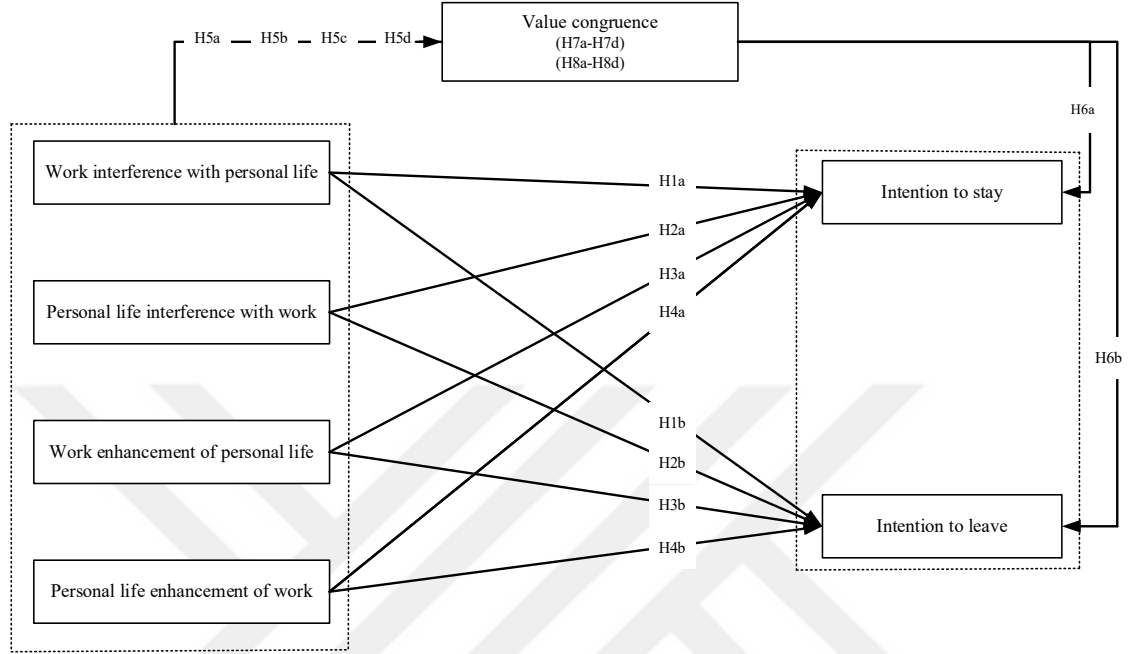


Figure 1.1 The Research Model

The study proposed that WLB dimensions have both a direct impact on hospitality business employees' retention (namely, their intention to stay and to leave) as well as an indirect impact through employee value congruence. We addressed the aforementioned research questions by formulating the following hypotheses, derived from the suggested model:

- H_{1a}: WIPL is negatively affect intention to stay.
- H_{1b}: WIPL is positively affect intention to leave.
- H_{2a}: PLIW is negatively affect intention to stay.
- H_{2b}: PLIW is positively affect intention to leave.
- H_{3a}: WEPL is positively affect intention to stay.
- H_{3b}: WEPL is negatively affect intention to leave.
- H_{4a}: PLEW is positively affect intention to stay.
- H_{4b}: PLEW is negatively affect intention to leave.
- H_{5a}: WIPL is negatively affect value congruence.
- H_{5b}: PLIW is negatively affect value congruence.

- H_{5c}: WEPL is positively affect value congruence.
- H_{5d}: PLEW is positively affect value congruence.
- H_{6a}: Value congruence is positively affect intention to stay.
- H_{6b}: Value congruence is negatively affect intention to leave.
- H_(7a-7d): Value congruence mediate the relationship between a) WIPL. b) PLIW. c) WEPL. d) PLEW and intention to stay.
- H_(8a-8d): Value congruence mediate the relationship between a) a) WIPL. b) PLIW. c) WEPL. d) PLEW and intention to leave.

1.5 Research Design

The research used quantitative research method to investigate how employees' perceptions of WLB dimensions influence their intentions to either stay with or leave an organization. Furthermore, it examines the role of value congruence in mediating this relationship. WLB dimensions are the independent variables, employee retentions are dependent variable, and employee value congruence is the mediating variable.

We collected data using non-probability convenience sampling technique, both in hard copy and electronically via Google Forms from workers in resorts in Antalya region of Turkey. We selected this region due to its significant role in Turkey's hospitality industry. Next, we conducted a data screening process to examine outliers, normality, and demographic characteristics of the participants prior to hypothesis testing using SPSS software version 23.0.

Then, exploratory factor analysis was carried out using principal component analysis. The orthogonal rotation (varimax) method was used to evaluate the internal validity of the questionnaire and Cronbach's alpha to assess its reliability. Independent sample t-test was employed for comparison of group of two variables. Data were compared in groups of three or more using One-way analysis of variance (ANOVA).

Then, a two-step approach to structural equation modeling (SEM), which consists of analyzing the measurement model and the structural model, was conducted. The measurement model analysis entails conducting a confirmatory factor analysis (CFA) to assess the significance of each indicator variable and evaluate the measurement model's

adequacy. The structural model, on the other hand, tests the hypotheses based on the validated measurement model (Hair et al., 2010).

1.6 Definitions of Key Terms

Work-Life Balance: “the individual perception that work and non-work activities are compatible and promote growth in accordance with an individual’s current life priorities” (Kalliath & Brough, 2008).

Work-Life interference: Also known as work-life/family conflict, this is a negative aspect of work/life interface that occurs "when the role pressures from both the work and family domains are mutually incompatible in certain respects" (Greenhaus and Beutell, 1985, p. 77). We can categorize interference, or conflict, into two types: WIPL, which occurs when work and personal life pressures overlap, making it more difficult to meet personal life demands; and PLIW, referring to situations where ones' personal life disrupts their work life.

Work-life Enhancement: Also known as work-life/family enrichment, facilitation, positive spillover, and integration, which refers to a positive aspect of work/life interface, Frone (2003) defined the construct using the term ‘facilitation’ as the amount to which experiences, skills, and opportunities gained or developed at home or work make involvement at work or home easier. Greenhaus & Powell (2006) define it as the “degree to which experiences in one role enhance the quality of life in another role” (p. 73). There are two types of enrichment: WEPL refers to the positive impact that work experiences have on one's personal life, whereas PLEW refers to the positive impact that personal life experiences have on one's work life.

Employee Retention: “the effort by an employer to keep desirable workers in order to meet business objectives.” (Frank et al., 2004, p. 13).

Employee intention to Leave: Also known as turnover intention, is defined as an individual's subjective evaluation of likelihood that they will depart from an organization in the immediate future (Mowday et al., 1982).

Employee intention to Stay: It is defined as the deliberate and conscious choice of an employee to continue working for the organization (Tett and Meyer, 1993).

Person-Environment Fit: is the congruence between a person and his or her work environment. It is defined as “the compatibility between the individual and the work environment that occurs when their characteristics are matched” (Kristof-brown et al., 2005 p,281).

P-O Value Congruence: It occurs when employee’s values match the values found in their workplace (Molina, 2016). It is a shared set of values and standards possessed by the individual, the organization, and its external environment (Edwards & Cable, 2009).



2 LITERATURE REVIEW

2.1 Work life Balance: An Overview

The concept of WLB has been an interesting area of discussion among scholars, policymakers, and practitioners for the past two decades, yet it requires deep understanding because there is not yet a universally accepted definition and an appropriate measure of the construct. (Akter et al., 2020; Kumar et al., 2021; J. Greenhaus & Allen, 2011; Kalliath & Brough, 2008). Different scholars may interpret it differently, and the context of the discussion and the author's perspective often determine its meaning. For example, for an employee, it is the challenge of balancing work and personal commitments, whereas for an employer, it is the issue of establishing a supportive work environment in which workers can concentrate on their tasks while at work (Lockwood, 2003).

There is no specific scholar or date associated with the debate over the concept. However, many researchers, such as Lockwood (2003), consider Rosabeth Moss Kanter's significant book "Work and Family in the United States: A Critical Review and Agenda for Research and Policy," published in 1977, to have brought the discussion on this concept to the center of scholarly communities and organizations. It emphasized the need for organizational and social policies to tackle the conflict between family life and work. Furthermore, according to Barnett (1999), the notion originated in the 1980s, coinciding with an enormous growth in the percentage of married women joining the workforce. Since then, there has been a significant surge in the literature's discussion surrounding the topic, progressing chronologically up to the present day.

In the early research on the concept, scholars and organizations primarily viewed the "nonwork" domain as a gender-specific program meant to support families such as pregnant working women, childcare, or eldercare. Hence, previous researchers have mostly concentrated on how work and family interact, describing the term with terminology like work/family conflict, work/family spillover, work/family enrichment, work/family facilitation, work/family interface, and family/friendly benefit (Carlson et al., 2006; Frone, 2003; Frone et al., 1992; J. Greenhaus & Allen, 2013; J. H. Greenhaus & Beutell, 1985; J. H. Greenhaus & Powell, 2006; Grzywacz et al., 2002). All these

concepts share some similarities, and many researchers use these concepts interchangeably. Consequently, due to the absence of obvious differentiation in the utilization of these concepts, comparing results across studies becomes challenging.

Scholars (Barnett, 1999; Fisher et al., 2009; Frone, 2003; Lockwood, 2003) argued that "nonwork" roles go beyond work/family interaction and are less gender-specific in the late 1990s. According to Frone (2003), researchers should go beyond such terms to investigate the balance among work and various nonwork or life duties like religious, community, leisure, and educational. Fisher et al. (2009), also believed that although family is a vital component of existence, regardless of whether employees have families or not, they may have additional significant roles and responsibilities that influence their encounters with work and non-work-related interference and enhancement. Since then, the concept has undergone a shift in terminology. Both scholars and practitioners began using terms such as "work/life interface," "work/nonwork balance," and "work-life balance" as a way to encourage inclusion for employees who do not have family obligations, and to seek balance for non-work activities like sports, leisure, religious roles, study, and travel (Kalliath & Brough, 2008). Despite the unique benefits of each term, organizations widely used the term "work-life balance" and frequently discussed in the literature (Brough et al., 2014).

Generally, evolution of WLB has witnessed changes across the decades. It started with a debate about the need for organizational and social policies to tackle the interference among work and family life during a period when married women were making considerable increases in the labor force. The debates resulted in the development of various terminologies like work/family conflict and enrichment, as well as current terms like "work/nonwork balance" and WLB".

2.1.1 The Conceptualization of Work-Life Balance

Several scholars concluded that despite the popularity of the term WLB, there is neither a single formal definition in the literature nor a well-accepted measure of the construct (Casper et al., 2018; Frone, 2003; J. Greenhaus & Allen, 2011; Kalliath & Brough, 2008). Scholars differ on the definition of the word "balance." The interpretation

of the term varies among individuals, and the meaning is often influenced by the specific context and the perspective of the author (McMillan et al., 2011).

Sirgy & Lee (2018) categorize the conceptualization of WLB in the literature into two essential perspectives: minimal or absence of conflict among work and non-work duties and engagement and equality in both work and nonwork life. From the minimal or absence of conflict among work and nonwork perspective, scholars suggest that achieving balance requires the absence or minimal conflict across social roles (e.g., Clark, 2000; Fisher et al., 2009; Frone, 2003; J. H. Greenhaus & Beutell, 1985; J. H. Greenhaus & Powell, 2006). Clark (2000) was among early scholars who used the "balance" domain and provided a definition of balance within the context of work/family border theory. He described it as the state of being content and performing effectively both in the workplace and at home, while minimizing conflicts between different roles.

Frone (2003) further defined balance as "the absence of conflict and the presence of facilitation or enrichment between work and nonwork responsibilities, characterizing it as a "lack of conflict or interference between the work and family roles" (p. 145). This indicates a balance occurs when an individual encounter's minimal inter-role conflict and high inter-role enrichment. The author proposes a typology that considers nature of the effect and the direction of interaction within work and family/life roles (work to family versus family to work; conflict versus facilitation). This typology includes four distinct types of bidirectional conflict and facilitation: work-to-family conflict (WFC), family-to-work conflict (FWC), work-to-family enrichment/facilitation (WFF), and family-to-work enrichment/facilitation (FWF).

Unlike the perspective that emphasizes minimal conflict among work and nonwork, other scholars conceptualize the concept as engagement and equality among work and non-work roles. Greenhaus et al. (2003) defined balance as "the extent to which an individual is equally engaged in and equally satisfied with his or her work role and family role" (p. 513). The authors suggest the three components of balance are as follows: (1) achieving time balance by allocating equal amounts of time to each role; (2) achieving psychological involvement that is equivalent in both roles; and (3) achieving satisfaction that is equivalent in both roles. Subsequently, Grzywacz and Carlson (2007) posited that empirical evidence refutes the claim that people pursue "equality" between their

professional and personal lives; furthermore, they contended that defining balance as satisfaction raises valid concerns. They suggested that individuals achieve balance by successfully fulfilling their role-related obligations, which they mutually negotiate and share with their family and work partners. The authors further elaborated on this concept.

In addition to these two ways of looking at the balance construct (engagement, equality, and minimal conflict among work and nonwork), some scholars have argued that balance does not have to be equal across work and nonwork roles. Instead, they focus on fit concept. Voydanoff (2005) for instance, using person-environment fit theory defined the concept as "a global assessment that work and family resources are sufficient to meet work and family demands, such that participation is effective in both domains" (p. 825). In line with Voydanoff (2005), Greenhaus & Allen (2011) expanded the definition to include not only effectiveness and satisfaction but also the alignment of an individual's work and family duties with their personal values. They proposed that balanced individual is highly effective and satisfied in important roles, and they defined WLB as the overall assessment of how well ones' effectiveness and satisfaction in work and family duties match their life values at a specific moment.

All of these briefly reviewed conceptual definitions are important contributions to work-life literature, and many scholars have adapted them to explain this domain. However, more recent researchers (e.g., Casper et al., 2018; Kalliath & Brough, 2008) have primarily questioned the clarity of the above conceptualizations, arguing that they solely concentrate on work and family domains, neglecting nonwork roles. They have called for a clearer definition and measure of the construct in a broad sense that would include non-work areas beyond family.

Therefore, to define the concept beyond family and conflict to include all nonwork roles that may contribute to balance evaluations, Kalliath & Brough (2008) provided a definition of WLB as the subjective belief that work, and non/work activities are compatible and contribute to personal development in line with an one's current life objectives. Casper et al.'s (2018), in line with Kalliath & Brough's (2008), believed many of the definitions previously discussed lacked a solid theoretical basis. They used attitude and person-environment (P-E) fit concept to describe work-nonwork balance as "employees' evaluation of the favorability of their combination of work and nonwork

roles", based on how much their affective experiences and how involved and effective they think they are in their work and nonwork roles are in line with how much they value these roles. (p. 197).

An essential contribution to the definition by Casper et al. (2018) is an incorporation of the term "work-nonwork balance," which recognizes that balance encompasses nonwork responsibilities like being a friend, community member, or even concentrating on oneself in addition to work and family obligations. This is in contrast to previous definitions that primarily emphasize work and family obligations.

An additional aspect of this definition is the integration of satisfaction, effectiveness, fit, and involvement as components of balance. While prior definitions may incorporate some of these features, none encompass all four parts (Casper et al., 2018). For example, in their definition, Greenhaus & Allen (2011) incorporated satisfaction, effectiveness, and fit based on fit theory, but they did not include involvement in duties. Casper et al. (2018) define involvement as the belief that one's level of engagement in both work and nonwork duties aligns with the importance of these activities in the context of work-nonwork balance.

Overall, there have been changes in defining the 'balance' construct. Initially, scholars viewed it as the absence or minimal conflict and the presence of enrichment (e.g., Frone, 2003); some scholars viewed and defined it as engagement and equality in both work and nonwork life (Greenhaus et al., 2003). Others argued balance does not require equality, emphasizing fit in defining the construct (Voydanoff 2005). Recently, a few researchers have argued that the concept of balance is different from conflict and enrichment in both theory and measurement (Carlson et al., 2009; Casper et al., 2017; Grzywacz & Carlson, 2007; J. M. Haar, 2013; Kalliath & Brough, 2008). They stress that balance should be defined and measured from a wider perspective than just individuals' experiences of conflict and enrichment.

Despite the recent conceptual definitions introduced in the literature, the absence or minimal conflict and the presence of an enrichment perspective are dominant in the literature. To date, the majority of studies have operationalized it as minimal inter-role conflict and high inter-role enrichment. That is, experiences in one obligation can impact the experiences and outcomes in another, either negatively (conflict or interference) or

positively (enrichment or enhancement). In light of this, several studies (Clark, 2000; Fisher et al., 2009; Frone, 2003; Hayman, 2005) defined balance as having multiple dimensions and two-way effects, considering the type of influence (interference vs. enhancement) and the relationship among work and life (work-to-life vs. life-to-work). We briefly review the dimensions in the next section.

2.1.2 Work-Life Interference

The term "work-family /life conflict (WFC)" predominated in the literature addressing the negative aspects of work-family/life interface (J. Greenhaus & Allen, 2011). It refers to the difficulties that emerge when work and personal or family obligations collide. Greenhaus and Beutell (1985) define work-family conflict as "a situation where the demands and obligations of one's job and family responsibilities are incompatible in some way". They present three dimensions for understanding the situation: (1) Time-based conflict arises when the distribution of time for one task hinders the fulfillment of another role. (2) Strain-based conflicts occur when an individual encounters difficulty in meeting the demands of one role while also fulfilling the obligations of another role, leading to significant psychological and physical stress on the individual. (3) Behavior-based conflict arises when one role's expected actions hinder the fulfillment of another role's responsibilities.

Frone et al. (1992) advocated for a bidirectional examination of the WFC, distinguishing between work interference with family (WIF) and family interference with work (FIW). They pointed out that the previous study by Greenhaus and Beutell (1985) considered conflict as unidirectional, focusing on one type of conflict, which may have limited the comprehension of the concept. Frone et al. (1992) introduced a detailed multivariate framework for understanding the association between work and family, which identified two distinct aspects. There are two distinct forms of conflict that may occur: work-to-family/life conflict (WFC) and family/life-to-work conflict. Subsequently, numerous academics have endorsed the notion that the conflict domain exhibits bidirectionality.

Carlson et al. (2000), in line with Gutek et al. (1991), suggest that conflict between work and family goes both ways. They said that each of the three types of conflict

proposed by Greenhaus and Beutell (1985)—time-based, strain-based, and behavior-based conflict—has a different direction. Six facets, each with two orientations, compose these three dimensions: work-family conflict 1. time-based WIF; 2. time-based FIW; 3. strain-based WIF; 4. strain-based FIW; 5. behavior-based WIF; and 6. behavior-based FIW.

2.1.3 Work-Life Enhancement

Numerous scholars have noted that a conflict paradigm has dominated work/family interface research. As a result, scholars began to call for studies on the positive aspect of work/family interface, using terms like work/family (life) enrichment, enhancement, integration, facilitation, or positive spillover. Several scholars, such as Frone (2003), consider the constructs to be synonymous and use them interchangeably. Frone (2003) describes "facilitation" as the positive aspect of the work-family interface. This refers to how experiences, skills, and opportunities acquired or developed at home or at work makes it easier to be involved in either work or home life”.

Greenhaus & Powell (2006) used the term 'enrichment' to define the construct as “the degree to which experiences in one role enhance the quality of life in the other role” (p. 73). Both scholars agreed that positive aspect of work/family interface is reciprocal: with work to family enrichment and facilitation (WFE). It arises when work experiences increase the quality of family life and family to work enrichment/ facilitation (FWE), which arises when family experiences improve the quality of work life.

In contrast, certain scholars, such as Carlson et al. (2006), argue that positive aspects of work/family interface constructs are distinct from one another and recommend scholars measure and report them separately. However, today many researchers agree upon the uniqueness of the constructs (e.g., Greenhaus & Powell, 2006; McMillan et al., 2011). For instance, McMillan et al. (2011) offered the definitions of all the constructs (enrichment, enhancement, integration, and facilitation) by different researchers and suggested that the notions are more similar than distinct. Work/family enrichment is the most commonly used term to express the advantages of integrating work and family duties. We refer to enrichment in this study as a comprehensive term that encompasses all positive interactions between work and personal life.

Greenhaus & Powell (2006) mentioned that, there are two ways in which enrichment can happen: the instrumental mechanism, where gaining resources in one role directly affects performance in other role, and affect mechanism, where gains in one role indirectly improve performance in other by enhancing individual's overall positive emotions. The resources encompass a variety of elements, such as abilities, viewpoints, adaptability, mental and social assets, and tangible resources.

2.2 The concept of Person-Environment Fit

Person-environment (P-E) fit is congruence between workers and their workplace. Kristof-Brown et al., (2005) defined it as "the compatibility between the individual and the work environment occurs when their characteristics match" (p. 281). In other words, it refers to an attitude and behavior that arise when an individual's attributes match the attributes of their working environment (Schneider, 1987). Individual attributes encompass biological or psychological requirements, values, objectives, capabilities, or personalities. Conversely, environmental attributes comprise intrinsic or extrinsic incentives, physiological or psychological pressures, cultural norms, or ecological circumstances, including temperature, sustenance, or access to resources.

Kristof (1996) emphasizes a significant challenge in evaluating P-E fit: determining the stage of the environment where this match takes place. This is because the literature offers different forms of fit like person-vocation fit (P-V), which refers to a match between people and their profession; person-organization fit (P-O), which pertains to a match between an employee and their organization; person-job fit (P-J), which relates to a match between an individual and their job; person-group fit (P-G), which concerns a match between people and their workgroup; and person-supervisor fit (P-S), which involves a congruence between one and their work supervisor. In the following section, dimensions are briefly discussed.

2.2.1 Conceptualizations of fit: complementary versus supplementary

To clarify the concept's uncertainty, Muchinsky and Monahan (1987) introduced two different conceptualizations of P-E fit, namely supplemental fit and complementary fit, to clarify the uncertainty in the concept. These conceptualizations highlight the match between individual and environment-related characteristics.

Supplementary fit refers to the situation where two individuals possess or supplement each other with similar or matching traits, such as values, personalities, culture, and aspirations (Cable & Edwards, 2004). One of the most important claims of the supplementary model is that people who subsequently match with their most relevant environment live happier and more productive lives (Muchinsky & Monahan, 1987). According to Cable & Edwards (2004), the supplemental fit concept primarily focuses on assessing value congruence between individuals and organizations. This refers to an extent that an individual's personal values match with cultural values of an organization.

On the contrary, complementary fit is a situation whereby an individual's strength compensates for a deficiency or requirement in the environment, and vice versa (Muchinsky & Monahan, 1987, p. 271). It is a degree to which an environment and an individual both meet each other's needs or requirements. It could also refer to a situation in which an employee possesses the set of skills that an employer needs or provides the benefits that the employee desires (Cable & Edwards 2004). An employer's needs or requirements pertain to the specific tasks and job responsibilities assigned to an employee. On the other hand, an employee's needs encompass both biological prerequisites for survival and psychological desires.

The body of knowledge on P-E fit includes the complementary fit tradition that examines how the satisfaction of psychological needs affects individuals' attitudes. This research focuses on how the match between individuals' needs and the resources provided in the workplace influences their attitudes. As an example, consider the situation whereby an organization provides the desired level of autonomy to its workers (Cable & Edwards, 2004). The degree to which an individual's knowledge, skills, abilities, and resources, such as time and energy, align with the requirements determines whether the demands and abilities fit. The term "needs-supplies fit" refers to a degree in which resources available in an individual's environment satisfy their needs. Cable and Edwards (2004) propose that there are two separate domains that encompass P-E fit. They present various conceptualizations of fit and provide theoretical justifications for the way fit impacts employee attitudes and behaviors. The first domain is value congruence, which represents supplementary fit. The second domain is psychological need fulfilment, which represents complementary fit.

2.2.2 Types of Persons–environment fit

It is beyond the scope of this study to review all the types of PE fit; therefore, in this section, we briefly discuss the types of PE fit reviewed in the literature to clarify their meaning and measurement, and to fully understand their impact on organizational behaviour and attitude.

Person-job (P-J) fit: Researchers have extensively studied this fit dimension. According to Edwards (1991), it is congruence among a person's skills and job requirements, as well as the compatibility among a person's preferences and job characteristics. Edwards (1991) identified two additional sub dimensions of the P-J fit. The first sub dimension is demands-abilities fit. It is the match between an employee's knowledge, abilities and skills, with a position's requirements. The second dimension is when an employee's occupations satisfy their needs and desires.

Person-Vocation Fit: is a fit between a person and his profession, which assumes that individuals consider occupations that reflect their personalities (Holland, 1977). Therefore, P-V fit is determined by comparing a person's personalities to those of an occupational environment.

Person–group (P-G) fit: Also referred to as person-team fit. It is the alignment between a person and their workgroup. It refers to the level of harmony and agreement between employees and their work groups (Kristof, 1996; Kristof-Brown et al., 2005). Research on P-G fit commonly focuses on investigating the classification of teams or groups and the similarity of co-workers in sociodemographic parameters.

Person-Organizational Value Congruence: Value congruence (also referred to as P-O fit). It is a widely used concept in supplemental fit perspective of P-E fit. It refers to the extent in which an employee's personal values align with the cultural values of an organization (Cable & Edwards, 2004; Chatman, 1989; Kristof, 1996). It can also be described as the shared values and principles of the employee, the organization, and its external environment (Edwards & Cable, 2009).

This implies that when employees possess similar values with an organization they work for, they are inclined to perceive, comprehend, and respond to events in a similar manner. As a result, they experience job satisfaction, develop a sense of affiliation

to the organization, and endeavor to uphold a positive atmosphere. Consequently, the benefits of value congruence facilitate the organization's success in achieving its goals (Molina, 2016). Thus, value congruence improves interpersonal communication and cooperation while increasing predictability in others. Consequently, the facilitation of communication, the enhancement of cooperation, and the improvement of predictability would result in a conducive working environment, thereby ensuring a pleasant and satisfying work experience (Bao et al., 2012). Conversely, individuals feel dissatisfied when their values contradict with the values promoted by their organizations (Chatman, 1989). This will lead to value incongruence, which can result in negative attitudes such as dissatisfaction with a job and substantial turnover rates.

The literature has well documented value congruence between individuals and organizations as the defining operationalization for P-O fit (Cable & DeRue, 2002; Chatman, 1989; DeRue & Morgeson, 2007; Kristof, 1996). Hence, several empirical studies in the literature (e.g., Hoffman et al., 2011; Lee et al., 2017; Lim et al., 2019; Pan & Yeh, 2012; van Zyl et al., 2022; Weber & Avey, 2019; Zonghua et al., 2022) used the P-O fit scale to assess value congruence. Therefore, in this study, we use value congruence as a defining factor of person-organizational fit.

2.3 Employee Turnover Intentions and Retention

Employee turnover, particularly for skilled and experienced employees, is one of the most significant challenges to all organizations, regardless of size, region, industry, or sector to which it belongs. It is defined as an employee's voluntary or involuntary withdrawal from membership in an organization (Morrell et al., 2001). According to Shaw et al. (1998: 511), "voluntary turnover, or a quit, reflects an employee's decision to leave an organization, whereas an instance of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship."

This study specifically investigates turnover intention, a common experience before an employee decides to leave their job voluntarily. Lambert et al. (2012) define it as the cognitive process through which an employee considers or formulates a plan to leave an organization. Experts view turnover intent as a significant determinant of actual

turnover. Therefore, this is the last phase before an employee's voluntary leave, making it the final opportunity for the organization to intervene (Lambert et al., 2012).

As today's organizations are facing rapid internal and external needs for changes in terms of technological improvement, globalization, innovation, consumer preferences, competition, and demographic changes, they need to take a concrete step toward implementing successful measures to retain their skilled and experienced employees to maintain their competitive advantage or otherwise risk failure because skilled employees are valuable assets and the vital to the success of any organization. Frank et al. (2004, p. 13) define employee retention as "the effort by an employer to keep desirable workers in order to meet business objectives." In this context, desirable workers are defined as experienced and skilled employees. Losing such individuals results in a loss of investment for the organization due to the difficulties with selecting, recruiting, learning, and managing a replacement. (Govaerts et al., 2011; Morrell et al., 2004; March and Simon, 1958).

Additionally, losing such valuable employees, especially to competitors, may raise the danger of knowledge sharing, market share, and subsequently profitability. Instead of constantly hiring new employees, organizations could consider strategies for preventing employees from leaving and urge them to stay, which would be beneficial to both the organization and the employees in a sustained manner (Aman-Ullah et al., 2022). Many organizations are concerned about a high rate of voluntary turnover because they believe that employees with outstanding talents and skills will be able to quit, while those who remain will be those that are unable to find alternative work (Tanova & Holtom, 2008). Hence, it can be argued that one of the foremost obstacles faced by organizations is learning how to effectively reduce turnover and retaining skilled and experienced employees, because retaining such employees is much more important than hiring.

2.3.1 Employee intention to leave versus intention to stay

Employee intention to leave, also known as *turnover intention*, refers to an employee's desire to leave his or her current employer. It is defined as an employee's subjective appraisal of the probability of leaving an organization in the near future (Mowday et al., 1982). On the contrary, employee intention to stay refers to an employee's

inclination to remain employed in his or her present organization. It is defined as an employee's deliberate and conscious decision to remain employed in an organization (Tett and Meyer, 1993).

According to Cho et al. (2009), there is an underlying assumption that intentions to stay and to leave are closely related and interconnected. In other words, both constructs assess the same thing. Several scholars, therefore, have increasingly utilized the intention to stay measure in recent years, based on the belief that it is a more favorable concept than the intention to quit and that it assesses the same underlying construct. This assumption must be subjected to empirical testing, and although there is some similarity, caution should be exercised when using these concepts interchangeably (Nancarrow et al., 2014).

Therefore, without conducting a comprehensive review, we cannot presume intentions to stay and to leave are opposite. Factors that affect intention to stay may not necessarily affect desire to leave. An indicator that reduces the intention to stay may not always have an influence on intention to leave. This study, in line with few empirical studies (e.g., Cho et al., 2009; Govaerts et al., 2011; HakemZadeh et al., 2022; Nancarrow et al., 2014) that investigate difference between intention to leave and to stay, evaluates if they are indeed assessing the same constructs. Furthermore, the study aims to ascertain the potential interchangeability of the two components.

2.3.2 Factors Affecting Employee Retention

Researchers have identified numerous factors that influence employee intentions to stay or leave. Lambert et al. (2012) stated that turnover intention represents the final stage preceding an employee's voluntary leave, presenting the organization with its last chance to intervene. Thus, it is vital to comprehend the determinants of turnover intent, as high rates of turnover intent result in negative consequences for all parties concerned. Therefore, understanding the factors that contribute to high employee turnover intentions may assist organizations in implementing strategies that mitigate this critical issue.

Over the years, scholars have identified numerous organizational and employee-level predictors of employee turnover intention (Govaerts et al., 2011). An in-depth review of literature has uncovered that organizational commitment (Alferaih et al., 2018;

Carbery et al., 2003; Carmeli & Weisberg, 2006; Cho et al., 2009 ; Hausknecht et al., 2009 ; Silva et al., 2023), job satisfaction (Alferaih et al., 2018; Carmeli & Weisberg, 2006; G. Chen et al., 2011; Chiang et al., 2005; Cho et al., 2009; De Sousa Sabbagha et al., 2018; Lambert et al., 2012; Nancarrow et al., 2014; Ohunakin et al., 2019; Yang et al., 2023), organizational support (Arasanmi & Krishna, 2019; Chang & Busser, 2020), Person-Organizational value congruence (Jin et al., 2018; Silva et al., 2023) human resource practice (Govaerts et al., 2011; Haider et al., 2015; Hausknecht et al., 2009; Jayathilake et al., 2021; Musser, 2001; Qiu et al., 2015; Sen & Bhattacharya, 2019) and demographic factors such as age, and marital status (Carmeli & Weisberg, 2006; Govaerts et al., 2011; Hausknecht et al., 2009) are among the several predictors of employee retention revealed in the literature.

Job satisfaction and organizational commitment are extensively researched variables that impact intention to stay or leave (e.g., Alferaih et al., 2018; Deery, 2008; Hausknecht et al., 2009; Lambert et al., 2012; Theron & Oehley, 2010). Job satisfaction refers to the extent that employees are content with their jobs, while organizational commitment relates to the emotional connection and psychological allegiance that employees feel towards an organization. Committed and satisfied employees have a strong inclination to stay with their current workplace, making them less likely to change jobs. For example, drawing from hotels listed in the American Hotel & Lodging Association in Kansas and Missouri, Chiang et al. (2005) indicated that is a significant and direct predictor of intention to stay. It also mediates the effect of training quality on intention to stay. In addition, Calisir et al. (2011) present empirical evidence on the impact of job satisfaction and organizational commitment, as well as stressors and job stress, on the intention to leave within IT workers in Turkey. Another study by Lambert et al. (2012) on social workers in Midwestern shows organizational commitment, pay and benefit satisfaction, and some personal characteristics are among the factors that negatively influence employee turnover intention.

Also, job satisfaction has an indirect influence on turnover intention through organizational commitment. Similarly, after collecting data from 521 staffs in the hospitality industry in Saudi Arabia, Alferaih et al. (2018) revealed that job satisfaction is one of the talent management factors that had a notable adverse influence on employee turnover intention. Additionally, they found that organizational commitment had an

indirect impact. Theron & Oehley (2010) found that both affective commitment and job satisfaction had a detrimental influence on intention to leave. Hence, the level of job satisfaction and commitment that employees perceive has a significant impact on their retention.

Previous studies on factors influencing turnover intention at the organizational level have predominantly focused on job satisfaction and organizational commitment. Specifically, exploring whether organizational commitment or job satisfaction have a greater influence on employee turnover. In recent years, scholars have shown that other factors, such as organizational support, (e.g., Arasanmi & Krishna, 2019; Chang & Busser, 2020), leadership style and psychological contract (Chen et al., 2018), employer branding (Yameen et al., 2021), mentoring (S. S. Kim et al., 2015), creativity (Tongchaiprasit & Ariyabuddhipongs, 2016), and organizational justice (e.g., Nadiri & Tanova, 2010) have a vital role in skilled and experienced employees' intention to leave or stay.

Building on socially embedded model of thriving, signalling theory, and social cognitive career theory, Chang & Busser (2020), found that the satisfaction of psychological contracts and the perception of organizational support positively influenced employee thriving. This, in turn, had a positive effect on career satisfaction and a negative effect on the intention to leave one's job. Also, Chen & Wu (2017) study on front-line hotel employees in Taiwan unveiled that transformational leadership behaviors have an impact on leader-member exchange, which subsequently regulates psychological contract breach and ultimately bring about decreased intention to leave.

Researchers have highlighted many human resources factors, including compensation and benefits, opportunities for career progression, training and development programs, WLB initiatives, and organizational learning, as influential factors in determining an employee's retention (Birt et al., 2004; Govaerts et al., 2011; Haider et al., 2015; Hausknecht et al., 2009; Jayathilake et al., 2021; Musser, 2001; Qiu et al., 2015; Sen & Bhattacharya, 2019; Singh et al., 2022). Birt et al. (2004) identified five factors of retention that were chosen most often by South African respondents.

The key factors include a demanding and meaningful job, progression chances, empowerment, accountability, managerial integrity and quality, and new opportunities

and challenges. Chiang et al. (2005) revealed that training quality indirectly influences employee intentions to stay through job satisfaction. Sow & Oi (2011) found that salary, or the overall compensation package, is a primary driver of employee turnover. This means that one of the most important retention measures for many employees is a better compensation plan.

Hausknecht et al. (2009) identified 12 factors that affect employee retention in hospitality industries. The study found several factors, including flexible work arrangements, extrinsic rewards, and advancement opportunities, are related to human resource practices. Similarly, Khan et al. (2011) conducted a case study about human resources factors that impact employee retention in Pakistani hospitality industry and conclude that workplace environment, training and development, and salary have been identified as more beneficial in retaining employees and recommend that, in order to have greater control over employee retention, organizations should focus on financial incentives and opportunities for career advancement. In another case study by Qiu et al. (2015) on hotel employees in China, various factors were identified as influencing employee intention to stay or quit. These factors include promotional and advancement opportunities, income, WLB, work-group cohesion, and leader-related aspects. Furthermore, Alferaih et al. (2018) study on hospitality industry in Saudi Arabia found that enhanced compensation packages, incentives, promotions, bonuses, and other similar rewards provided to employees will facilitate the long-term retention of employees.

All the factors discussed above are crucial for an effective employee retention strategy. Management must take proactive steps to comprehend these factors, then implement effective strategies to reduce turnover and retain skilled and experienced employees. This is crucial for maintaining a competitive advantage, as skilled employees are valuable assets of any organization. For example, organization can improve job satisfaction and commitment among dissatisfied and uncommitted staffs by improving compensation packages and bonuses, rewards and recognition, learning opportunities, training, and development, involving employees in decision-making processes, and introducing WLB initiatives such as flexible work arrangements.

The latest contribution to the study of employee retention focuses on the influence of achieving a WLB on an employee's retention (Deery, 2008; Deery & Jago, 2015).

These authors identified the lack of studies on WLB in the tourism and hospitality industries (Deery & Jago, 2015). Despite the increasing proliferation in the field since 2008, hospitality literature has received less attention, indicating a need for further research focusing on this industry.

Several empirical studies have proved that WLB influences employee retention (e.g., Parkes P Louise & Langford H Peter, 2008; Deery & Jago, 2015 ; Lindfelt et al., 2018; Thakur & Bhatnagar, 2017; Panda & Sahoo, 2021; Adriano & Callaghan, 2020; Kerdpitak & Jermisittiparsert, 2020 ; Maurya et al., 2021), yet few studies have been conducted regarding impact of WLB on employee retention in hospitality sector (e.g., O'Neill John W. & Davis Kelly, 2011, Dechawatanapaisal, 2017).

Given the crucial role of WLB in influencing employee retention, it is crucial for future research to precisely identify various strategies that could address WLB challenges and the underlying factors that influence their effectiveness (Deery & Jago, 2015). Thus, the study will make a scholarly contribution by examining the association between WLB and retention in Turkish hospitality industry.

3 HYPOTHESES DEVELOPMENT

3.1 Impact of Work life Balance on Employee Retention

WLB and retention are closely related aspects of organizational behaviour and management. Role theory (Kahn et al., 1964) provides a conceptual framework for comprehending how persons balance their professional and personal lives, which influences their retention. Role theory posits that individuals assume multiple roles in their personal lives, including those of employee, spouse, parent, and community member, as well as in the workplace.

Role conflict and role strain arise when these positions require opposing actions or demand an excessive amount of time and energy, making them more challenging (Kahn et al., 1964). Individuals that seek to maintain a proper balance within their personal and professional lives may opt for compromise in one or both areas in order to attain balance and alleviate stress (Vanderpool & Way, 2013). WLB initiatives aim to alleviate role conflict and strain by offering employees the resources and support to effectively manage their multiple responsibilities. This, in turn, can impact their retention.

The literature has examined several employee attitudes and behavioral outcomes, including organizational commitment, job satisfaction, embeddedness, citizenship behavior, sense of belonging to organization, and innovative behavior that can help effectively reduce turnover and retain valuable, skilled employees (e.g., Adriano & Callaghan, 2020; Dechawatanapaisal, 2017; et al., 2019; Lindfelt et al., 2018a; Panda & Sahoo, 2021; Parkes P Louise & Langford H Peter, 2008; Silva et al., 2023; Yu, 2019).

WLB is gaining importance in the contemporary business environment due to increased managerial challenges and the loss of valuable employees (Rodríguez-Sánchez et al., 2020). Therefore, in recent decades, many organizations have acknowledged the benefits of implementing WLB policies (Rashmi & Kataria, 2022). Thus, researchers in the employee retention literature start to focus on how attaining a WLB affects one's decision to stay with or leave an organization (e.g., Parkes P Louise & Langford H Peter, 2008; Deery & Jago, 2015 ; Lindfelt et al., 2018; Thakur & Bhatnagar, 2017; Panda & Sahoo, 2021; Adriano & Callaghan, 2020; Kerdpitak & Jermisittiparsert, 2020 ; Maurya et al., 2021).

An Aman-Ullah et al. (2024) study in Pakistan's healthcare industry, for instance, found that maintaining a fair WLB significantly influences employee retention and turnover intention. The study suggests that organizations can improve employee retention as well as minimize turnover by strategically implementing WLB policies, such as offering flexible working hours, which enable employees to effectively handle their personal and family obligations.

Similarly, Silva et al., (2023) study noted that developing WLB can contribute to employee satisfaction, commitment, and retention. Furthermore, Kaur & Randhawa's (2021) study on private school teachers found that management can reduce employee turnover intentions by promoting employee engagement and WLB and suggest that organizations must make greater efforts to recognize employees' needs by developing work-life-friendly policies in order to lower their intents to quit. On the contrary, employees who face an imbalance between work and their personal lives not only consider but also leave their job (Vanderpool & Way, 2013).

Several empirical studies supported the effect of WLB dimensions (interference and enhancement) on retention (e.g., Gautam et al., 2024; HakemZadeh et al., 2022; Karatepe & Magaji, 2008; Karatepe & Sokmen, 2006; Kaur & Randhawa, 2021). However, the findings yielded conflicting results. For example, a study by Gautam et al., (2024), revealed that only interferences dimensions (WIPL and PLIW) were found to be negatively related to turnover intention, while enhancement dimension (Work personal life enhancement) was found to be insignificant.

Furthermore, Karatepe and Magaji (2008) found that only the conflict between work and family is associated with turnover intentions, while the facilitation dimension found to be insignificant. Similarly, according to data obtained from hotel employees in Iran, Karatepe & Azar (2013) found that both work-family and family-work conflicts, contribute to turnover intentions, while work-family facilitation found to be insignificant.

On the other hand, Kaur & Randhawa (2021) report that work-personal life enhancement mediates the relationship among perceived supervisor support, and turnover intentions, whereas personal life interference with work did not. The Demir & Budur (2022) study revealed that WLB interference dimensions are negatively link to employee

motivation but not associated with job satisfaction while WLB enhancement dimension has a positive influence on both employee motivation and job satisfaction.

A notable insight from the empirical studies mentioned above is that there are conflicting findings about the simultaneous impacts of WLB dimensions on employee retention. There is still a need for empirical study that examines the effects of both the negative and positive sides of WLB on employee retention. Thus, drawing from the above discussions, we present the following hypotheses:

- H_{1a}: WIPL is negatively affect intention to stay.
- H_{1b}: WIPL is positively affect intention to leave.
- H_{2a}: PLIW is negatively affect intention to stay.
- H_{2b}: PLIW is positively affect intention to leave.
- H_{3a}: WEPL is positively affect intention to stay.
- H_{3b}: WEPL is negatively affect intention to leave.
- H_{4a}: PLEW is positively affect intention to stay.
- H_{4b}: PLEW is negatively affect intention to leave.

3.2 Impact of Work-Life Balance on Value Congruence

Value congruence is conceptualized as person-organizational fit, which corresponds to alignment between a person's own values and cultural values of an organization (Cable & Edwards, 2004; Chatman, 1989; Kristof, 1996). According to Edwards and Cable (2009), it is a degree to which an employee's personal goals and values align with those of their work environment influences their work attitudes and behaviours. Thus, when organizations and their members share congruent values, employees are more inclined to interpret organizational behaviors and goals in a positive manner and sense higher levels of support from the organization (Cable & DeRue, 2002).

Previous studies have shown employee perceptions of various organizational human resources practices, such as compensation and benefits, opportunities for career advancement, and training and development initiatives, greatly influence the alignment between individuals and organizations, as well as their specific job roles. (Boon et al., 2011; Kooij & Boon, 2018; Mostafa & Gould-Williams, 2014).

However, existing literature shows that there have been limited empirical investigations into the association between WLB, which is also considered a human resources practice, and employee value congruence (e.g., Firfiray & Mayo, 2017; Kakar et al., 2019; Sublett et al., 2021). For instance, Kakar et al., (2019) conducted a study where they collected data from 250 college staffs in Pakistan. Their findings indicate a strong and positive association among WLB practice and employee value congruence.

Moreover, Firfiray & Mayo (2017) found that job seekers tend to have higher perceptions of person-organization value congruence for organizations that include WLB in their recruitment materials, in addition to standard pay, compared to organizations that offer health care benefits or merely normal pay. In addition, the aforementioned studies have not considered the sub-dimension of WLB. Furthermore, the relationship between four subdimensions of WLB and value congruence of employees in tourism and hospitality industries has not yet been the subject of any research. Therefore, the current study seeks to examine these associations.

Consistent with these findings, our research predicts that hotel employees' perceptions of WLB and its sub-dimensions will greatly impact on their value congruence. Thus, if employees have a strong sense of the positive aspects of WLB (enhancement), it will lead them to perceive that their individual values fit with that of their organization. It demonstrates to employees that their employer values their well-being and is prepared to accommodate their preferences. Therefore, when employees perceive a balance between their work and personal lives, they perceive their personal values aligning with those of their organization. On the other hand, we anticipate that the negative aspects of WLB (interference) will lessen their alignment with the organization's values. Thus, following hypothesis is proposed:

- H_{5a}: WIPL is negatively affect value congruence.
- H_{5b}: PLIW is negatively affect value congruence.
- H_{5c}: WEPL is positively affect value congruence.
- H_{5d}: PLEW is positively affect value congruence.

3.3 Impact of Value Congruence on Employee retention

Within the scope of supplementary fit, one of the dimensions of P-E that has been extensively studied is P-O value congruence. It refers to the degree employees' values align with those of their organization. It been shown as a one of the crucial factors that strongly influences organizational outcomes (Hoffman et al., 2011). For instance, Hoffman & Woehr (2006) conducted a meta-analytic review and found a relationship between P-O value congruence and many organizational outcomes, including turnover, and organizational citizenship.

According to P-O value congruence theory, when employees possess values that correspond with that of their organizations, they appear to perceive, comprehend, and react to circumstances in comparable way. Thus, they experience job satisfaction, establish a sense of affiliation with the organization, and strive to maintain a favorable relationship (Molina, 2016). On the other hand, individuals experience discontent when their own personal values conflict with the ideals promoted by their organizations. This can lead to unfavorable attitudes, such as work dissatisfaction and a strong desire to leave the organization (Chatman, 1989).

Several empirical studies have confirmed that person-organization is an important factor in influencing employee retention (Andela & van der Doef, 2019; Astakhova, 2016; Kaka et al., 2019; Jin et al., 2018; Ren & Hamann, 2015; Silva et al., 2023; Yusliza et al., 2021). For instance, Jin et al. (2016) findings revealed that when employees experience a strong person-organization fit, they are inclined to engage in behaviors that contribute to the preservation of their valuable resources. This results in higher job satisfaction, a greater sense of loyalty, and a decrease in the desire to quit. In their study, Kakar et al. (2019) found that academic staff that had congruent values and objectives with the organization were less inclined to quit their position.

An attraction-selection-attrition (ASA) theory introduced by Schneider (1987) has been prevailing way to understanding relationship between P-O value congruence and employee retention (Jin et al., 2018; Kakar Abdul Samad, 2019; Rani & Samuel, 2016). The ASA model proposes that organizations gradually develop distinct cultures that attract individuals whose values, attitudes, and behaviors match that culture, while individuals have a greater chance of being selected for working and of thriving within the

organization. In contrast, individuals whose values, attitudes, and behaviors fail to align with organizational culture are likely to consider leaving the organization (Schneider, 1987).

Therefore, in accordance with ASA theory and these empirical findings, it can be contended that when employees sense strong match among their own values and values of their organization, then are more inclined to get attracted to the organization, increasing the possibility of employees intending to stay in their current organization. Conversely, employees who sense a misalignment between their values and those of the organization are likely to voluntarily leave the organization. This is because individuals who have an attachment to their organization will face more difficulties when considering leaving. Therefore, the following hypothesis is posited:

- H_{6a}: Value congruence is positively affect intention to stay.
- H_{6b}: Value congruence is negatively affect intention to leave.

3.4 The Mediating Role of Value Congruence

The present literature indicates that WLB and its sub-dimensions significantly affect employee retention (e.g., Dechawatanapaisal, 2017; et al., 2019; Karatepe & Azar, 2013; Karatepe & Magaji, 2008; Panda & Sahoo, 2021; Parkes P Louise & Langford H Peter, 2008; Silva et al., 2023; Yu, 2019).

However, there remains a limited knowledge of specific mechanisms via which WLB influences employee organizational attitudes and behaviors. The literature has proposed several mechanisms, including employee commitment (Silva et al., 2023), job satisfaction, job embeddedness (Thakur & Bhatnagar, 2017), psychological empowerment (Panda & Sahoo, 2021), job anxiety (Vanderpool & Way, 2013), and employer branding (Maurya et al., 2021).

This study posits value congruence as an additional mechanism linking WLB to employee retention. Kakar et al. (2019) found that a match between personal and organizational values mediates the relationship between WLB and employees' intention to leave, although their research treated WLB as a single-dimensional construct.

In contrast, we propose that value congruence among employees in the hospitality industry can serve as a link between various WLB dimensions and employee retention. Consistent with empirical findings and role theory (Kahn et al., 1964), we claim that when employees perceive the positive aspects of WLB (enhancement), they are more likely to feel that their own values align with those of their workplace, which can enhance their intention to stay.

Conversely, when employees experience the negative aspects of WLB (interference), they may feel a misalignment between their values and those of the organization, potentially increasing their intention to leave. Thus, we present the following hypotheses to explore these dynamics further:

- H_(7a-7d): Value congruence mediates the relationship between a) WIPL. b) PLIW. c) WEPL. d) PLEW and intention to stay.
- H_(8a-8d): Value congruence mediate the relationship between a) a) WIPL. b) PLIW. c) WEPL. d) PLEW and intention to leave.

4 METHODOLOGY

The part outlines the methodology utilized in the present research, which examines the impact of employee perception of WLB on employee retention, and also, the mediating role of value congruence. The research design in this chapter specifically addresses the target population, sampling, instruments employed, data collection processes, and data analysis methods.

4.1 Research Design

Survey-based quantitative research is conducted to determine how WLB dimensions influence employee retentions. Additionally, we investigate how value congruence mediates this relationship. The independent variables consist of the dimensions of WLB, specifically: work interference with personal life, personal life interference with work, work enhancement of personal life, and personal life enhancement of work. The study examines employee retention as dependent variable and employee value congruence as mediating variable.

Data were collected both in hard copy and electronically via Google Forms from workers in resort hotels in Antalya region of Turkey using non-probability convenience sampling method. This region is selected due to its abundance of 5-star hotels and resorts, making it the most sought-after tourist destination in Turkey. This study will be the first of its kind to investigate the influence of WLB dimensions on hospitality business employees' value congruence and their retentions in hospitality industry in Turkey.

Prior to hypothesis testing, data screening was conducted to identify the outliers, assess normality, and detect multicollinearity. Then exploratory factor analysis was carried out using principal component analysis to evaluate the internal validity of the questionnaire and Cronbach's alpha to assess its reliability. Independent sample t-test was employed for comparison of group of two variables. Data were compared in groups of three or more using One-way analysis of variance (ANOVA).

To obtain the findings, a two-step approach to structural equation modeling (SEM) was utilized using Analysis of Moment Structures (AMOS). This approach encompasses the use of measurement models and structural model analysis, as described by Hair et al., (2010). Measurement model analysis entails doing a confirmatory factor

analysis (CFA) to assess the contribution of each indicator variable and evaluate adequacy of the measurement model. The structural model evaluates the hypotheses using verified measurement model.

4.2 Research Population and Sampling

The study defines the population as employees at five-star hotels and resorts in the Antalya -Turkey, based on the following set of criteria:

- Participants must be employees of a five-star hotel or resort in the Antalya region of Turkey.
- The participant must be older than eighteen, and
- The participant must be white-collar and have worked for at least one season (6 months).

Using the non-probability convenience sampling technique, we distributed questionnaires, both in hard copy and electronically. During the March–June 2023 summer period, 560 employees from 30 5-star hotels and resorts participated, and we analyzed 528 of them.

4.3 Data Collection and Procedure

Before obtaining the data, researcher personally visited majority of the hotels and resorts in the sample delivered a presentation to the management clarifying the study's goal and promising to keep the respondents' information confidential. After securing permission, the researcher dispatched the questionnaires, both in printed copy and electronically via Google Forms, along with cover letters to a designated contact from each of the sample hotels or resorts. The departmental managers and supervisors also provided support to boost the response rate.

The representatives printed the questionnaire and sent it to the employees for completion and return. They shared the online questionnaire with employees via email, WhatsApp, and LinkedIn during the period of May 1–June 30, 2023. We ensured the respondents' anonymity throughout the entire data gathering procedure.

4.4 Research Instruments

The questionnaire was organized into three parts. The cover letter, situated in the initial section, outlines the aim of the study, provides information about the researcher, encourages voluntary participation, provides directions on how to complete the survey, and ensures the confidentiality of the information. The second section is the portion of demographic information that contains details regarding the participants; The last section is the study variables. Respondents provided ratings for items using three distinct measures, each measured on a five-point Likert scale. The scale ranged from 1, indicating "strongly disagree," to 5, indicating "strongly agree."

4.4.1 Demographic variables

This part includes information on demographics of the respondents. The survey includes questions pertaining to the participants' gender, age, position, education, work experience, job tenure, and department.

4.4.2 Independent variable: Work-life Balance

Among numerous WLB measurement scales provided in the literature (e.g., Brough et al., 2014; Carlson et al., 2006; J. M. Haar, 2013; Hayman, 2005; Hill et al., 2001), we used a 17-item Work/Non-work Interference and Enhancement Scale developed by Fisher et al. (2009). According to the authors, prior measures have mostly concentrated on interface between work and family. Therefore, these authors suggested that questioning employees about their personal life overall, rather than simply their families, is crucial because there may be other parts of nonwork life that interfere with work.

In addition, family might not necessarily be applicable among employees, as those with families have obligations beyond family. The scale presents a multidimensional and bidirectional measure of influence of work on nonwork activities and the favorable consequences of nonwork activities on work. It is suitable for everyone, irrespective of their marital status and is based on solid theoretical foundations and has been tested by numerous empirical studies (HakemZadeh et al., 2022; Hirschi et al., 2019; Nugroho et al., 2023; Park et al., 2023; Putri et al., 2023; Trang & Tho, 2023). The 17-item scale

comprises four distinct subscales: WIPL (five items), PLIW (six items), WEPL (three items), and PLEW (three items). It was translated into Turkish using the back translation technique by Ekinçi, H., and Sabancı, A. (2021).

4.4.3 Dependent Variable: Employee Retention

The employee retention measure was obtained from Govaerts et al. (2011). The scale comprises nine different items and two dimensions. We used six measures to evaluate the employee's intention to stay and three items for intention to leave. The author's exploratory factor analysis confirmed the validity and reliability of the scale. The Cronbach Alpha coefficient for intent to stay was 0.82, whereas the coefficient for intent to leave was 0.71. Using the back translation technique, Zengin (2017) translated the scale into Turkish.

The previous chapters illustrated that the literature largely lacks distinction between intention to stay and to leave. Research claim that factors that impact the intention to remain may not always affects to leave. A factor that diminishes the intention to remain may not always affect the intention to leave. Therefore, we selected this scale due to its capacity to classify employee retention in two distinct dimensions.

4.4.4 Mediating Variable: Person-Organizational Value Congruence

We evaluate the value congruence of employees with a three-item measure developed by Cable and DeRue's (2002). The scale initially assessed three types of fit: person-organization fit, needs-supplies fit, and demands-abilities fit.

DeRue and Morgeson (2007) found that previous research predominantly defined person-organization fit as value congruence and several empirical studies in the literature (e.g., Hoffman et al., 2011; Lee et al., 2017; Lim et al., 2019; Pan & Yeh, 2012; van Zyl et al., 2022; Weber & Avey, 2019; Zonghua et al., 2022) used the P-O fit dimension of this scale to assess value congruence. Therefore, this study also, utilized the three-item person-organizational fit measure to assed employee value congruence. Cable and DeRue (2002) revealed Cronbach alpha coefficients of 0.91 for person-organization fit construct.

5 DATA ANALYSIS

The data was collected from employees from 30 five-star hotels and resorts was analyzed using the 23.0 version of Statistical Program for Social Science (SPSS) software and Analysis of Moment Structures (AMOS) software. We conducted the analysis on a total of 528 respondents, obtained through both a print copy and an online questionnaire. The study commences by doing data screening, which encompasses addressing missing data, examining outliers, completing data normality tests (Skewness and Kurtosis tests), and assessing multicollinearity.

Next, the demographic information of the respondents was highlight using frequency analysis and descriptive analysis was used for the mean, standard deviation, and Cronbach's alpha. Then, exploratory factor analysis was conducted using principal component analysis. Orthogonal rotation (varimax) method was used to examine the scale factor patterns of the study variables.

Independent sample T-test was employed for comparison of group of two groups. Data were compared in groups of three and above using One-way analysis of variance (ANOVA). Then, a two-step approach to structural equation modeling (SEM) which consists of analyzing the measurement model and the structural model was conducted. The measurement model analysis entails conducting a confirmatory factor analysis (CFA) to assess the significance of each indicator variable and evaluate the measurement model's adequacy. The structural model, on the other hand, tests the hypotheses based on the validated measurement model (Hair et al., 2010).

5.1 Data screening

5.1.1 Treatment of Missing Data

Tabachnick and Fidell (2013) suggested that the nature of missing data is dearer than the number of missing, and the researcher should identify the nature of missing data, whether it “missing completely at random (MCAR)”, “missing at random (MAR)”, or “missing not at random (MNAR)”.

They further concluded that a small percentage (5% or less) of missing values from a large sample of data dispersed randomly over a data matrix provide less significant

issues, and practically every method for handling missing values produces a comparable outcome to missing values not at random, regardless of how few they are, since they have an impact on the generalizability of results. In this study, missing values are evaluated and found to be very small (less than 5%) and dispersed randomly. Following recommendation by Tabachnick & Fidell (2013), the expectation maximization (EM) algorithm was utilized as it provides the simplest and most reasonable approach to the imputation of missing data compared to other methods.

5.1.2 Univariate and Multivariate Outliers

We identified univariate outliers by analyzing standardized z-scores exceeding ± 3.29 ($p < .001$) for each scale. We found three outliers that exceeded the recommended limit of 3.29, as suggested by Tabachnick and Fidell (2013). In addition, we performed a Mahalanobis test to evaluate the presence of outliers in the research variables.

WIPL, PLIW, WEPL, PLEW, value congruence, intstay, and intleave using a χ^2 distribution with 2 degrees of freedom and a critical value of 24.322 as the acceptable limit. The results indicate that there were five cases that surpassed this critical value ($\chi^2(7) = 24.322$, $p < .001$), and these cases were later eliminated from the analysis (Tabachnick & Fidell, 2013). As a result, there were 520 remaining data points for the next stage of the study to complete.

5.1.3 Data Normality Test

To evaluate the normality of the data, we employ skewness, and kurtosis tests, which provide valuable information on the distributional properties of the data. According to Haar et al. (2010), data can be regarded as normally distributed if the skewness falls within the range of ± 2 , the kurtosis falls within the range of ± 7 , and the sample size is greater than 200. The result (see Table 1) shows that the skewness and kurtosis values of each variable varied by around ± 1 . This suggests that both the skewness and kurtosis values fell inside the range that is excellent. Thus, the data met the normality assumption, indicating a normal distribution.

Table 5.1 Normality Test

	Skewness	SE	Kurtosis	SE
WIPL	.067	.107	-.895	.214
PLIWP	.703	.107	-.345	.214
WEPL	.067	.107	.667	.214
PLEW	-.232	.107	-.456	.214
VC	-.237	.107	-.386	.214
INT_STAY	-.418	.107	-.605	.214
INT_LEAVE	.041	.107	-.817	.214

5.2 Frequency Analysis

Table 2 displays the demographics of the participants, encompassing department, gender, age, marital status, degree of education, job experience, current workplace experience, and type of employment.

The data is based on responses from 520 participants, with 58.3% being male and 41.7% being female. Out of the total number of participants, 63.5% (n = 330) are single, while 36.5% (n = 190) are married. The ages of the respondents varied from 18 to 59 years old. The largest share of the sample, amounting to 43.5%, consisted of individuals aged between 26 and 35 years. An average age group ranging from 18 to 25 years constituted 30.6%, which was closely behind. The age group ranging from 36 to 45 years constituted 21.2% of the sample.

According to the respondents' qualifications, the majority had higher levels of education. Specifically, 56% (n = 291) of the respondents had either a vocational school degree (18.5%), a bachelor's degree (32.5%), or a master's degree (5%). 35.8% of the sample have a high school education, while 8.3% have a primary school education. 56.9% of the respondents possess a certificate in tourism and hospitality.

The respondents consisted of individuals from various positions within the organizations, ranging from top managers to lower-level employees. The majority of the participants consisted of lower-level employees, accounting for 64% of the respondents, followed by supervisors at 23.8% and departmental managers at 9.4%. The sample consists of only 2.7% of senior managers.

Over half of the respondents, specifically 52.9%, are seasonal employees, while the remaining 47.1% are full-time workers. The majority of responses were from food and beverage department, with 30% of participants. The next highest representation was

from the housekeeping department, accounting for 18.3%, followed by the front office department with 16.9%. The remaining departments, including guest relations, human resources, accounting, spa, culinary, etc., collectively account for 35% of the sample.

Regarding both overall job tenure and organizational tenure, 36.5% of the participants had 5 years or less of work experience, while 33.1% have accumulated 6 to 10 years, and 17.7% have acquired 11 to 15 years of work experience. 12.7% of the sample possess a professional background exceeding sixteen years. The most extensive assemblage Among the sample participants, 70.8% have worked for 1 to 5 years in their current organization, and 24% have been there for 6 to 10 years. The surviving participants collectively possesses almost 11 years of experience working for their current organization.

Table 5.2 Participants' demographic information

Demographic Information (N=520)		Frequency	Percent (%)
Gender	Male	303	58.3
	Female	217	41.7
Age	18-25	159	30.6
	26-35	226	43.5
	36-45	110	21.2
	46-59	25	4.8
Marital Status	Single	330	63.5
	Married	190	36.5
Type of education	With Hospitality educac	295	56.7
	Without Hospitality educ.	225	43.3
Education Level	Primary School.	43	8.3
	High School.	189	35.8
	Vocational school.	96	18.5
	Bachelor's degree.	169	32.5
	Master's degree.	26	5.0
Work Status	Full-time.	245	47.1
	Seasonal.	275	52.9
Position	Senior manager.	14	2.7
	Departmental manager.	49	9.4
	Supervisor.	124	23.8

Table 5.3 (continue) Participants' demographic information

	Others.	333	64.0
Job tenure (years)	1-5	190	36.5
	6-10	172	33.1
	11-15	92	17.7
	16-20	37	7.1
	21-25	20	3.8
	26 and above	9	1.7
Organizational tenure (years)	1-5	368	70.8
	6-10	125	24.0
	11-15	15	2.9
	16-20	5	1.0
	21-25	2	.4
	25and above	2	.4
Department	Front Office	88	16.9
	Guest Relations	35	6.7
	House Keeping	95	18.3
	Food & Beverage	154	29.6
	Kitchen	37	7.1
	HRM	12	2.3
	Accounting	18	3.5
	Sales & purchasing	11	2.1
	SPA	14	2.7
	Entertainment	24	4.6
	Security	20	3.8
	Information Technology	1	.2
	Technic	11	2.1

5.3 Descriptive Analysis

Table 3 presents the mean values, measures of variability, and correlation coefficients for study variables. The data was gathered on a 5-point Likert scale, with a score of one representing disagreeing strongly and a score of five representing strong agreement.

The results suggest that intention to stay scale has the highest mean score of 3.54, while PLIW has the lowest mean score of 2.24 compared to all other factors.

The level of correlation for variables in the study was assessed. The results show that there is a strong and negative link between the WIPL dimension of WLB and both value congruence ($r = -.157, p < .01$) and intstay ($r = -.245, p < .01$). In contrast, there is a positive correlation between the WIPL and the intleave ($r = .362, p < .01$). There was no relationship between PLIW and value congruence.

However, there was a significant negative correlation between PLIW and intstay ($r = -.123, p < .01$) and a significant positive relationship with intleave ($r = .216, p < .01$). Both WEPL and PLEW had a positive correlation with value congruence ($r = .487$ and $.399$, respectively, all $p < .01$) and intstay ($r = .542$ and $.366$, respectively, all $p < .01$).

The relationship between WEPL and intleave is negatively correlated, with a correlation coefficient of $-.178$ and a significance level of $p < .01$. Value congruence has a strong positive association ($r = .527, p < .01$) with the intstay and a significant negative correlation ($r = .104, p < .05$) with the intleave. Multicollinearity occurs when two or more variables have a strong correlation, typically above 0.9 (Field, 2009). All of these correlations were below 0.9, indicating the absence of multicollinearity.

Table 5.4 Mean, Standard Deviation and correlation Matrix

Variables	Mean	SD	1	2	3	4	5	6	7
1. WIPL	3.08	1.079	r						
2. PLIW	2.24	1.019	r	.397**					
3. WEPL	3.10	1.071	r	-.213**	.068				
4. PLEW	3.39	1.021	r	-.028	-.011	.434**			
5. VC	3.15	1.031	r	-.157**	.003	.487**	.399**		
6. INTSTAY	3.54	1.005	r	-.245**	-.123**	.542**	.366**	.527**	
7. INTLEAVE	2.86	1.141	r	.362**	.216**	-.178**	.084	-.104*	-.266**

Note: **. Correlation is significant at the 0.01 level (2-tailed); *. Correlation is significant at the 0.05 level (2-tailed)

5.4 Reliability Test

A reliability test assesses the degree of internal consistency of the studied construct. A construct can be regarded as reliable if the Cronbach alpha (α) coefficient exceeds 0.70 (Field, 2009). The results (see Table 4), demonstrates that all the variables

surpass the acceptable threshold of 0.70, confirming their reliability. The Table 4 below displays the subscales of WLB, which include: the WIPL scale with five items ($\alpha = 0.880$); PLIW scale with six items ($\alpha = 0.879$); WEPL scale with three items ($\alpha = 0.810$); and PLEW scale with three items ($\alpha = 0.785$).

The Cronbach's alpha coefficient for two subscales measuring employee retention was 0.886 for the intstay scale, which consisted of six items, and 0.708 for the intleave scale, which consisted of three items. The value congruence scale, consisting of three items, yielded a Cronbach alpha coefficient of 0.806.

Table 5.5 Reliability of the study variables

	No of items	Cronbach's Alpha (α)
WIPL	5	.880
PLIW	6	.879
WEPL	3	.810
PLEW	3	.785
INTSTAY	6	.886
INTLEAVE	3	.708
VC	3	.806

5.5 Exploratory Factor Analyses (EFA)

Exploratory factor analysis (EFA) was performed on the 17-item scale of work-life balance (WLB) and the 9-item scale of employee retention using principal component analysis with the orthogonal rotation (varimax) method in order to examine the scale factor patterns.

Field (2009) suggested a minimum factor loading of 0.50 before conducting the analysis. We conducted the Kaiser-Meyer-Olkin (KMO) tests to determine if the sample size was sufficient for the analysis. Field (2009) suggests that KMO values above 0.5 are barely acceptable, mediocre between 0.5 and 0.7, good between 0.7 and 0.8, great from 0.8 to 0.9, and superb beyond 0.9 (Field, 2009, p. 647). The KMO values for the 17-item WLB scale are .871 and .868 for the 9-item employee retention scale, respectively.

The results (see Table 5), indicates that all these values exceed the permissible level. We also conducted Bartlett's test to evaluate the data's suitability for principal component analysis. The results for both scales were found to be statistically significant: $\chi^2 (n = 136) = 4386.980$ ($p < 0.001$) for work-life balance (WLB) and $\chi^2 (n = 36) = 1960.183$ ($p < 0.001$) for employee retention. These findings indicate that both scales are

suitable for exploratory factor analysis. We then proceed with the analysis on the 17-item scale of WLB and the 9-item scale of employee retention using principal component analysis with the orthogonal rotation (varimax) method.

Table 5.6 KMO and Bartlett's Test

KMO and Bartlett's Test		Work-Life Balance	Employee Retention
KMO		.871	.868
Bartlett's Test of Sphericity			
	Approx. Chi-Square	4386.980	1960.183
	df	136	36
	Sig.	.000	.000

The results from the orthogonal rotation analysis (see Table 6), shows the expected distribution of the 17-items of the WLB scales among four components. The combined variance of these four components accounted for approximately 69% of the total variance. The factor loadings, which ranged from .567 to .880, exceeded the minimum threshold of .5 set by Field (2009).

Table 5.7 Rotated Component Matrix of Work-Life Balance

		Component				Variance Explained (%)
		1	2	3	4	
PLIW	PLIW4	.880				22.34%
	PLIW6	.820				
	PLIW3	.814				
	PLIW2	.810				
	PLIW5	.715				
	PLIW1	.567				
WIPL	WIPL2		.844			21.09%
	WIPL3		.823			
	WIPL5		.815			
	WIPL4		.773			
	WIPL1		.749			
WEPL	WEPL3			.820		13.13%,
	WEPL1			.812		
	WEPL2			.811		
PLEW	PLEW2				.867	12.43%
	PLEW3				.810	
	PLEW1				.762	

Factor 1 consists of six items, PLW1 to PLW6, which represent PLIW and account for 22.34%, followed by factor 2, which consists of WIPL1 to WIPL5, referring to WIPL and accounts for 21.09%. Factor 3 consists of items WEPL1 to WEPL3, which represent work WEPL and account for 13.13%, and factor 4 consists of items PLEW1 to PLEW3, which represent PLEW, which account for 12.43%. This study's four-factor

structure aligns with the theoretically proposed two-factor structure by Fisher et al. (2009).

Table 5.8 Rotated Component Matrix of Employee Retention

		Component		Variance Explained (%)
		1	2	
INTSTAY	INTSTAY6	.880		42.21%
	INTSTAY3	.820		
	INTSTAY4	.814		
	INTSTAY1	.810		
	INTSTAY2	.715		
	INTSTAY5	.567		
INTLEAVE	INTLEAVE2		.844	22.08%
	INTLEAVE3		.823	
	INTLEAVE1		.815	

As expected, the results from the orthogonal rotation (varimax) analysis (see Table 7), shows that the employee retention scale's nine items divided into two components. These two components' combined variance accounted for 64.29% of the total variance. The factor loading, which measures the strength of the relationship between each item and its respective component, ranged from .721 to .840. These factor loadings exceed the minimum threshold of .5, as recommended by Field (2009).

The first factor comprises items INTSTAY1 to INTSTAY6, which indicate the employee's intention to remain in that account, accounting for 42.21% of the total variance, and Factor 2, which includes items INTLEAVE1 to INTLEAVE3, which indicate the employee's intention to leave that account, accounting for 22.08% of the total variance. This study's identification of the two-factor structure aligns with the original proposal by Govaerts et al. (2011). The table 7 above displays the factor loadings.

5.6 Confirmatory Factor Analyses (CFA)

Confirmatory factor analysis (CFA) evaluates link between observable variables and latent variables. The main objective is to ascertain the validity of the measurement model (Hair et al., 2010). It provides multiple fit indices. Hair et al. (2010), suggest that researchers incorporate minimal of one absolute fit measure and one incremental fit index while conducting CFA testing.

To evaluate the adequacy of the model's data fit, Kline (2016) suggest the following criteria: chi-square to degrees of freedom (2/df), root mean square error of

approximation (RMSEA) with a 90% confidence interval (CI), comparative fit index (CFI), and standardized root mean square (SRMR). If the RMSEA value is less than 0.08, the fit is considered excellent. Model fit is considered adequate if the SRMR is below 0.08 and the CFI is above 0.90 (Browne & Cudeck, 1992; Hu & Bentler, 1999).

Table 5.9 Model Fit Index Criteria

Fit Measures	Descriptions	Threshold
Chi-square/df (cmin/df)	The relative chi-square	<3 good, <5 permissible
CFI	Comparative Fit Index	>.95 great, >.90 good, >.80 permissible.
GFI	Goodness-of-Fit Index	>.95
AGFI	Goodness-of-Fit Index	>.90
SRMR	Root mean squared residual	<.09
RMSEA	Root mean square error of approximation	<.05 good, .05-.10 moderate, >.10 not permissible

Source: (Hu & Bentler, 1999) Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modelling*, 6(1), 1–55.

5.6.1 Work Life Balance CFA

We assessed the measurement validity of the study variable using CFA with AMOS 22.0. The WLB scale consists of four subscales with a total of 17 items. These include WIPL with 5 items, PLIW with 6 items, WEPL with 3 items, and PLEW with 3 items. The figure below illustrates the result of the suggested CFA measurement model for the research variable. The factor loadings of each item were assessed, and all were determined to be within the acceptable threshold (<.50).

We assessed the adequacy of the model fit (see Table 9) using various metrics: CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA. All of these measures fell within the acceptable ranges as suggested by previous studies (Bentler, 1990; Hu & Bentler, 1999; JB Ullman, 2001). The model was tested and found to fit the data well: CMIN/df = 3.082, GFI = .931, CFI = .949, TLI = .932, SRMR = .067, and RMSEA = .066.

Table 5.10 Work Life Balance Model Fit Index

Fit Indices	Recommended values	Result	Remarks
P-Value	Insignificant	.000	
CMIN/df	>2and <5	3.082	Excellent.
CFI	>.90	.949	Excellent.
GFI	>.90	.931	Excellent.
AGFI	>.90	.904	Excellent.
TLI	>.90	.936	Excellent.
SRMR	<.08	.066	Excellent.
RMSEA	<.08	.064	Excellent.

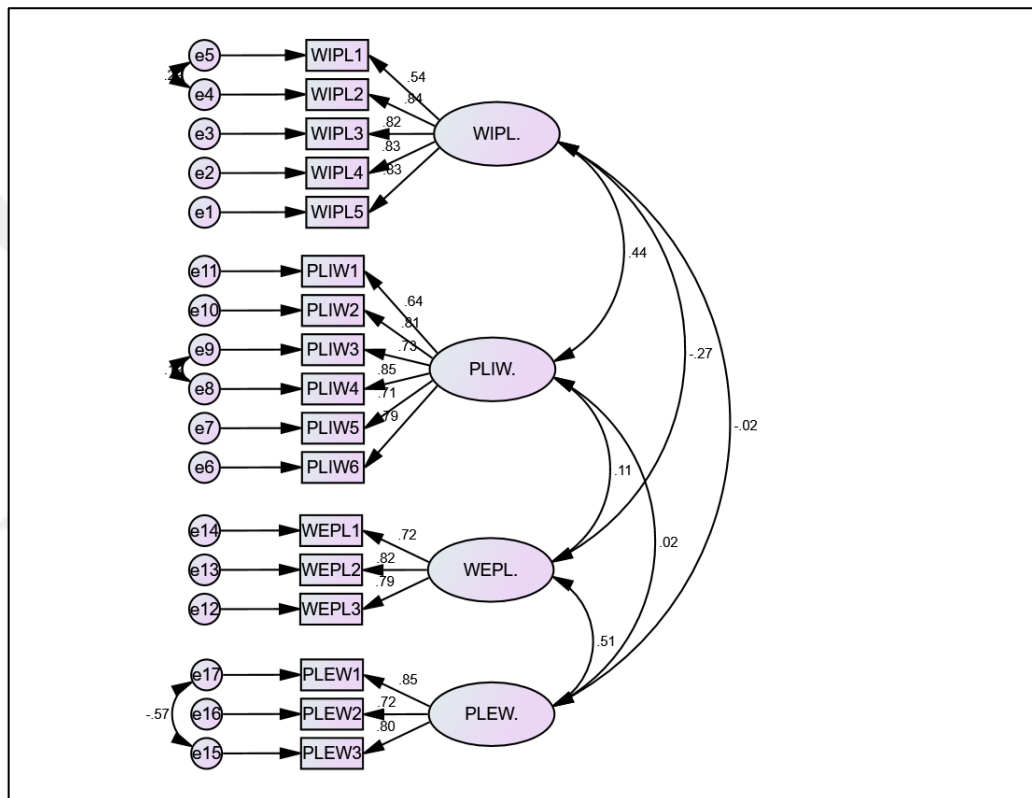


Figure 5.1 Work Life Balance CFA

5.6.2 Employee Retention CFA

We conducted CFA using AMOS 22.0 software to assess the measurement validity of the employee retention scale (see Table 10). The employee retention scale consists of two factors, comprising a total of nine items. We divide these items into two categories: employee intention to stay, comprising six items, and employee intention to leave, comprising three items.

Table 5.11 Employee Retention Model Fit Index

Fit Indices	Recommended values	Result	Remarks
P-Value	Insignificant	.000	
CMIN/df	>2and<5	2.538	Excellent.
CFI	>.90	.982	Excellent.
GFI	>.95	.977	Excellent.
AGFI	>.90	.954	Excellent.
TLI	>.90	.941	Excellent.
SRMR	<.08	.056	Excellent.
RMSEA	<.08	.055	Excellent.

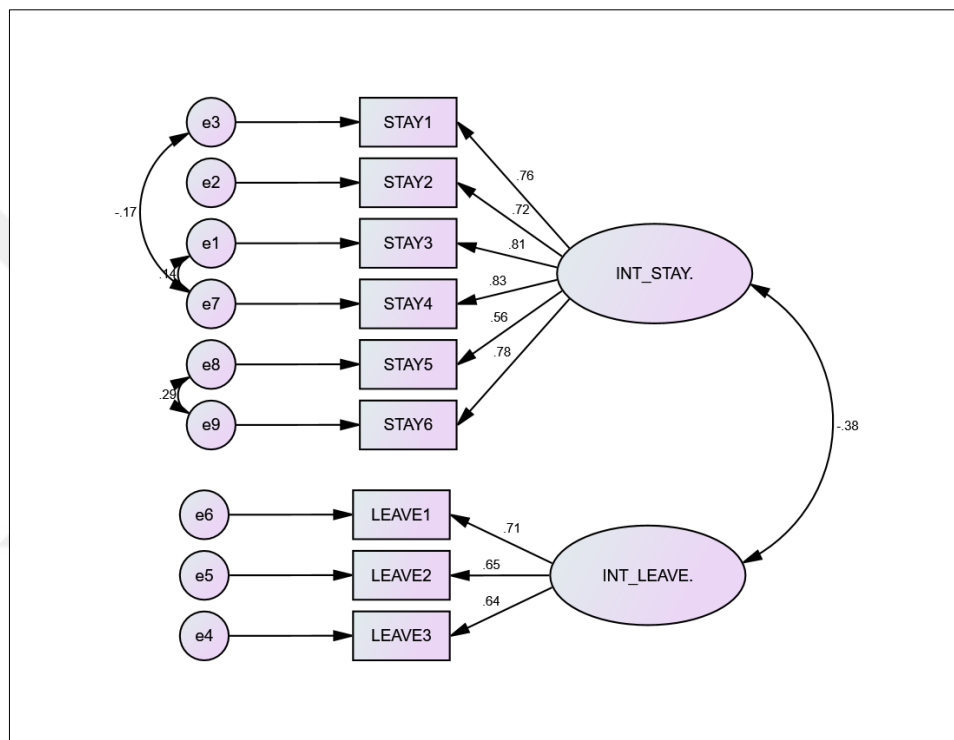


Figure 5.2 Employee Retention CFA

The diagram (see figure 3) illustrates the findings of the proposed CFA measurement model for retention variable. Factor loadings for each item were assessed, and all were determined to fall below the acceptable threshold (<.50). We evaluated the overall goodness of fit of the model using model-fit metrics. They include: CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA. All of these measures fell within the acceptable ranges as suggested by previous studies (Bentler, 1990; Hu & Bentler, 1999; JB Ullman, 2001). We evaluated the model and found that the 2-factor model, which included intention to stay and to leave, adequately fit the data. The model's fit statistics were as follows: CMIN/df = 2.538, GFI = .977, AGFI = .954, CFI = .982, TLI = .971, SRMR = .067, and RMSEA = .055.

5.6.1 Value Congruence CFA

We utilized AMOS 22.0 software to perform CFA to evaluate the measurement validity of employee value congruence scale (see Table 11). The employee value congruence scale is a three-item, one-dimensional factor. Factor loadings for each item were assessed, and all were determined to be within the acceptable threshold ($<.50$). We employed various model-fit indices, including CMIN/df, GFI, CFI, TLI, SRMR, and RMSEA, to assess the adequacy of the model fit.

All these indices fell within the acceptable range, as suggested by earlier studies (Bentler, 1990; Hu and Bentler, 1998; Ullman, 2001). The findings revealed that the single-factor model had a good fit: CMIN/df = 2.195, GFI = .997, CFI = .998, TLI = .993, SRMR = .011, and RMSEA = .049.

Table 5.12 Value Congruence Model Fit Index

Fit Indices	Recommended values	Result	Remarks
P-Value	Significant	.138	Excellent.
CMIN/df	>2and <5	2.195	Excellent.
CFI	>.90	.998	Excellent.
GFI	>.90	.997	Excellent.
AGFI	>.90	.983	Excellent.
TLI	>.90	.993	Excellent.
SRMR	<.08	.011	Excellent.
RMSEA	<.08	.049	Excellent.

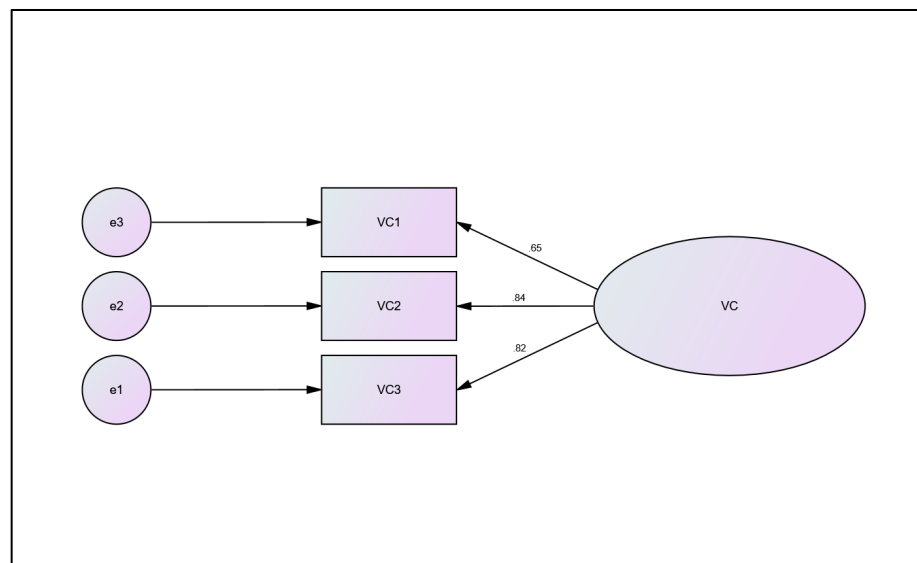


Figure 5.3 Value congruence CFA

5.7 Construct Reliability and Validity Test

We evaluated the construct reliability by employing Cronbach's alpha and composite reliability. According to the criteria, a construct can be considered reliable if the Cronbach alpha (α) coefficient is above 0.70 (Field, 2009) and if the composite reliability is greater than 0.6.

The result (see Table 12) demonstrates that the Cronbach alpha for each construct in the study is above the acceptable threshold of 0.70 (Field, 2009). The composite reliabilities ranged from 0.800 to 0.891, which surpasses the acceptable threshold of 0.60 (Hair et al., 2010).

The WLB subscales consist of four measures: the WIPL scale, which includes five items with a reliability coefficient (α) of 0.886 and a composite reliability (CR) of 0.884; the PLEW scale, which includes six items with an α of 0.886 and a CR of 0.891; the WEPL, which includes three items with an α of 0.818 and a CR of 0.819; and the PLEW, which includes three items with an α of 0.797 and a CR of 0.800. For the two subscales of employee retention, the Cronbach's alpha values were 0.891 and 0.718, respectively.

The first subscale, which measured instay, consisted of six questions and had a composite reliability (CR) value of 0.892. The second subscale, which measured intleave, consisted of three items and had a CR value of 0.717. The value congruence scale, consisting of three items, yielded a Cronbach alpha of 0.812 and a CR of 0.818. Therefore, the investigation confirmed the dependability of each construct.

Table 5.13 Factor Loads, Convergent Validity, and Reliability

Items	Factor loadings	AVE	CR	Alpha (α)
Work interference with personal life				
WIPL1	.544	.609	.884	.883
WIPL2	.836			
WIPL3	.824			
WIPL4	.827			
WIPL5	.696			
Personal life interference with work				
PLIW1	.634	.579	.891	.883
PLIW2	.800			
PLIW3	.760			
PLIW4	.866			
PLIW5	.696			
PLIW6	.789			

Work enhancement of personal life				
WEPL1	.712			
WEPL2	.822	.603	.819	.814
WEPL3	.791			
Personal life enhancement of work				
PLEW1	.749			
PLEW2	.805	.572	.800	.789
PLEW3	.713			
Intention to stay				
INTSTAY1	.739			
INTSTAY2	.729			
INTSTAY3	.838			
INTSTAY4	.825			
INTSTAY5	.613	.581	.892	.886
INTSTAY6	.806			
Intention to leave				
INTLEAVE1	.719			
INTLEAVE2	.650			
INTLEAVE3	.661	.458	.717	.710
Value Congruence				
VC1	.653			
VC2	.843	.602	.818	.809
VC3	.817			

Construct validity refers to degree in which the selected items effectively assess the construct under measurement. Two types of validity determine it: convergent validity and discriminant validity. Convergent validity refers to degree of interconnectedness between various measurements of a theoretically interconnected concept (Gefen et al., 2000).

The study evaluates convergence validity by employing the average variance extracted (AVE) measure. The mean variance-extracted values were above the criterion of 0.50 (Fornell & Larcker, 1981), except for the intention to leave, which had a value of 0.458. Given that both the reliability and composite reliability exceed the acceptable threshold, we may confidently affirm the validity of the intention to leave scale. Thus, all the scales included in the current research demonstrate the necessary convergent validity.

We tested the discriminant validity using the Fornell and Larcker criteria. The Fornell and Larcker criterion says that a construct's square root of average variance extracted (AVE) should be higher than its correlation with other constructs in the study. This demonstrates that the construct is discriminatory.

The result (see Table 13) shows that the square roots of AVEs are greater than the correlation coefficients with any construct. Hair et al. (2010) proposed that the correlation coefficient between two distinct constructs should be smaller than the square root of each

construct's AVE. Therefore, we can conclude that we have established discriminant validity.

Table 5.14 Discriminant Validity Test

	WIPL	PLIW	WEPL	PLEW	INT STAY	INT LEAVE	VC
WIPL	0.78						
PLIW	0.419	0.761					
WEPL	-0.266	0.117	0.777				
PLEW	-0.034	-0.005	0.523	0.756			
INTSTAY	-0.306	-0.105	0.635	0.419	0.762		
INTLEAVE	0.463	0.245	-0.228	0.104	-0.371	0.677	
VC	-0.206	0.019	0.6	0.419	0.636	-0.15	0.776

5.8 Independent Samples T-Tests

5.8.1 Independent Samples t-test Examining Gender Difference

A t-test was conducted (see Table 14) to determine if male and female hospitality employees differ in terms of WLB dimensions, retention dimensions and value congruence.

The results regarding WLB dimensions showed a significant difference between male and female employees only for PLIW. The findings revealed that male ($M = 2.38$, $SD = 1.02$) reported significantly higher PLIW ($t(518) = 3.77$, $p = .000$) than female hospitality employees ($M = 2.05$, $SD = .98$).

There was a significant difference ($t(518) = -2.21$, $p = .03$) between hospitality employees male and female in terms of intstay, with female ($M = 3.67$, $SD = .97$) reported higher intstay than male ($M = 3.46$, $SD = 1.02$). There was no significant difference detected between male and female employees in terms of their intleave ($t(518) = -.11$, $p = .92$) and value congruence ($t(518) = -.54$, $p = .59$).

Table 5.15 Independent Samples t-test for Gender Difference

Variables	Male (n=303)		Female (n=217)		Levene's Test for Equality of Variances		T-Test	
	Mean	SD	Mean	SD	F	sig	t	sig
WIPL	3.12	1.09	3.03	1.063	0.03	0.86	1.037	0.30

PLIW	2.38	1.02	2.05	0.98	1.13	2.29	3.77	0.00
WEPL	3.03	1.05	3.19	1.09	1.99	0.16	-1.67	0.98
PLEW	3.33	1.04	3.48	0.99	0.48	0.490	-1.56	0.11
INTSTAY	3.46	1.02	3.67	0.97	1.01	0.32	-2.21	0.03
INTLEAVE	2.86	1.12	2.87	1.18	1.07	0.30	-0.11	0.92
VC	3.13	1.00	3.18	1.07	1.42	0.23	-0.54	0.59

5.8.2 Independent Samples t-test for Marital Status Difference

A t-test was conducted (see Table 15) to evaluate whether marital status of hospitality employees differs in terms of WLB dimensions, retention dimensions and value congruence perception.

There was no significant difference between all the study variables and marital status except for PLEW dimension of WLB ($t(518) = .43, p = .04$), with single ($M = 3.41, SD = 1.06$) reported higher PLEW than married ($M = 3.37, SD = .96$).

Table 5.16. *Independent Samples t-test for Marital Status*

Variables	Single (n=330)		Married (n=190)		Levene's Test for Equality of Variances		T-Test	
	Mean	SD	Mean	SD	F	sig	t	sig
WIPL	3.06	1.08	3.13	1.08	0.02	0.97	0.72	0.48
PLIW	2.24	1.01	2.24	1.04	0.44	0.51	0.03	0.98
WEPL	3.07	1.1	3.19	3.14	1.03	0.17	0.71	0.48
PLEW	3.41	1.06	3.37	0.96	2.95	0.87	0.43	0.04
INTSTAY	3.50	1.00	3.63	1.02	0.06	0.80	1.45	0.15
INTLEAVE	2.91	1.10	2.79	1.21	3.78	0.05	1.13	0.26
VC	3.14	1.05	3.17	1.00	0.47	0.49	0.26	0.79

5.8.3 Independent Samples t-test for Work Status Difference

A t-test was conducted (see Table 16) to examine if work status of hospitality employees differs in terms of WLB dimensions, retention dimensions and value congruence.

The results found no significant difference between all the study variables and work status except for WEPL dimension of WLB ($t(518) = -2.38, p = .02$), with seasonal workers ($M = 2.98, SD = 1.09$) reported higher WEPL than full-time workers ($M = 3.20, SD = 1.04$).

Table 5.17 Independent Samples t-test for Work status

Variables	Full-Time (n=245)		Seasonal (n=275)		Levene's Test for Equality of Variances		T-Test	
	Mean	SD	Mean	SD	F	sig	t	sig
WIPL	3.09	1.10	3.08	1.06	0.12	0.73	0.19	0.85
PLIW	2.15	0.99	2.32	1.04	1.43	0.23	1.91	0.56
WEPL	2.98	1.09	3.20	1.04	0.46	0.50	2.38	0.02
PLEW	3.36	1.04	3.42	1.01	0.43	0.51	0.71	0.48
INTSTAY	3.46	1.03	3.62	0.98	0.50	0.48	1.75	0.08
INTLEAVE	2.78	1.13	2.94	1.14	0.01	0.94	1.66	0.10
VC	3.11	1.02	3.18	1.04	0.22	0.64	0.76	0.45

5.9 One Way ANOVA Tests

5.9.1 One Way ANOVA Test for Age Groups

A One-way ANOVA was conducted (see Table 17) to check whether age groups differ in terms of WLB dimensions, retention dimensions and value congruence perceptions. The participants were divided into four groups (group 1:18-25, Group 2: 26-35, Group 3:36-45, Group 4: 46-59). The ANOVA results revealed no significant differences between age groups and the study variables except for employee intention to leave.

The ANOVA analysis showed a significant difference between age groups and intention and intention to leave ($F(3,516) = 6.41, p < 0.001$). Since, the Levene's statistic is not significant for intention to leave, the equal variance was assumed. Hence, post-hoc comparisons were assessed using Tukey to check individual difference between the age groups.

The findings (see Table 17) revealed the mean score for participants between the age of 18 and 25 years old ($M = 3.02, SD = 1.08$) was significantly different from 36-45 years old ($M = 2.55, SD = 1.07$) and 46-59 years old ($M = 2.32, SD = 1.26$) respectively. Employees between the age 26-35 ($M = 2.97, SD = 1.16$) differed significantly from 46–59-year-old age group ($M = 2.32, SD = 1.26$).

Table 5.18 One Way ANOVA Test for Age and Intention to Leave

Variable	Age	N	Mean	SD	Test of Homogeneity of Variances		ANOVA	
					Levene's Statistic	Sig.	F	P
INTLEAVE	18-25	159	3.02	1.08	.62	.60	6.41	.000
	26-35	226	2.97	1.16				
	36-45	110	2.55	1.07				
	46-59	25	2.32	1.260				
Group difference								
	Age	Means difference			Sig.			
	18-25-36-45	.464			.005			
	18-25-46-59	.697			.021			
	26-35-36-45	.416			.008			
	26-35-46-59	.648			.032			

Significant at 0.05 level.

5.9.2 One Way ANOVA Test for Education Level

A One-way ANOVA was conducted (see Table 18) to check whether hospitality employees' level of education differ in terms of WLB dimensions, retention dimensions and value congruence perceptions. The employees were divided into five groups based on their educational level (group 1: primary school, Group 2: high school, Group 3: vocational school, Group 4: bachelor's degree and Group 5: Master's degree).

The findings (see Table 18) revealed no significant differences between level of education and WLB dimensions except for WIPL ($F(4,515) = 3.72, p < 0.005$). Since, the Levene's statistic is not significant for WIPL, the equal variance was assumed. Hence, post-hoc comparisons were assessed using Tukey to determine the individual difference between the educational levels.

The results revealed the mean score for employees with bachelor's degree ($M = 3.31, SD = 1.03$) was significantly different from employee with high school education ($M = 2.89, SD = 1.07$).

Table 5.19 One Way ANOVA Test for Education level and WLB

Variable	Education	N	Mean	SD	Test of Homogeneity of Variances		ANOVA	
					Levene's Statistic	Sig.	F	P
	Primary school.	43	2.93	1.19	.67	.61	3.72	.005
	High school.	186	2.89	1.07				

Work Interference with Personal Life (WIPL)	Vocational school.	96	3.16	1.04
	Bachelor's degree.	169	3.31	1.03
	Master's degree.	26	2.98	1.18
Group Difference				
	Education.		Means difference	Sig.
	Bachelor's degree – High School		.413	.003

Significant at 0.05 level.

The results (see Table 19) for educational level and intstay and intleave showed a significant difference between the educational level of employees and their intstay ($F(4,515) = 3.22, p < 0.013$) and intleave ($F(4,515) = 5.00, p < 0.001$) respectively.

The levene's statistic is not significant for intention to stay; therefore, the equal variance was assumed. Hence, post-hoc comparisons were assessed using Tukey to evaluate the individual difference between the educational levels. The results (see Table 19) revealed the mean score for employees with master's degree ($M = 3.99, SD = .92$) was significantly different from employee with vocational school education ($M = 3.30, SD = 1.05$).

Table 5.20 One Way ANOVA Test for Education level and Intention to Stay

Variable	Education	N	Mean	SD	Test of Homogeneity of Variances		ANOVA	
					Levene's Statistic	Sig.	F	P
Intention to Stay	Primary school.	43	3.69	1.07	.70	.59	3.22	.013
	High school.	186	3.52	.97				
	vocational school	96	3.30	1.05				
	Bachelor's degree.	169	3.61	.98				
	Master's degree.	26	3.99	.92				
Group Difference								
	Education				Means difference	Sig.		
	Master's degree – Vocational School.			.691		.016		

Significant at 0.05 level.

On the other hand, the levene's statistic is significant for intleave; therefore, the equal variance was not assumed. Hence, post-hoc comparisons were assessed using Dunnett's T3 analysis to determine the individual difference between the educational levels. The results (see Table 20) revealed that vocational school education ($M = 3.14,$

SD = .97) differed significantly from primary school education (M = 2.48, SD = 1.32) and high school education (M = 2.70, SD = 1.12).

Table 5.21 One Way ANOVA Test for Education level and Intention to Leave

					Test of Homogeneity of Variances	ANOVA		
Variable	Education	N	Mean	SD	Levene's Statistic	Sig.	F	P
Intention to Stay	Primary school	43	2.48	1.32	3.29	.011	5.00	.001
	High school	186	2.70	1.12				
	vocational school	96	3.14	.97				
	Bachelor's degree	169	2.91	1.13				
	Master's degree	26	3.35	1.25				
Group Difference								
	Education				Means difference	Sig.		
	Vocational School – Primary School.			.637		.026		
	Vocational School – High School			.650		.035		

Significant at 0.05 level.

Furthermore, the results (see Table 21) showed a significant difference between the educational level of employees and their value congruence ($F(4,515) = 2.69, p < 0.031$). The Levene's statistic is not significant; therefore, the equal variance was assumed. Hence, post-hoc comparisons were assessed using Tukey to determine the individual difference between the educational levels.

The results (see Table 21) revealed the mean score for employees with master's degree (M = 3.71, SD = 1.11) was significantly different from employee with high school education (M = 3.07, SD = 1.03) and vocational school education (M = 3.06, SD = .90) respectively.

Table 5.22 One Way ANOVA Test for Education level and Value Congruence

					Test of Homogeneity of Variances		ANOVA	
Variable	Education	N	Mean	SD	Levene's Statistic	Sig.	F	P
Value Congruence	Primary school.	43	3.31	1.10	.97	.43	2.69	.031
	High school.	186	3.07	1.03				
	vocational school.	96	3.06	.90				
	Bachelor's degree.	169	3.17	1.05				
	Master's degree.	26	3.71	1.11				
Group Difference								
	Education			Means difference		Sig.		
	Master's degree – High School.			.637		.026		

Master's degree – Vocational School.	.650	.035
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Significant at the 0.05 level.

5.9.3 One Way ANOVA Test for Job Position

A One-way ANOVA analysis (see Table 22) was conducted to determine if hospitality employees' positions at their workplace differ in terms of WLB dimensions, retention dimensions and value congruence perceptions. The employees were divided into four groups based on their level of position (group 1: senior managers, Group 2: departmental managers, Group 3: supervisors, Group 4: others).

The ANOVA results revealed no significant differences between job positions and all the study variables except for employee PLIW dimension of WLB ($F(3,516) = 5.64$, $p < 0.00$).

Since the Levene's statistic is significant, the equal variance was not assumed. Hence, post-hoc comparisons were assessed using Dunnett's T3 to determine the individual difference between the job position groups. The results revealed the mean score for Others (non-managerial) employees ($M = 2.36$, $SD = 1.04$) was significantly different from employee with supervisor positions ($M = 1.98$, $SD = .90$).

Table 5.23 One Way ANOVA Test for Job position and PLIW

					Test of Homogeneity of Variances	ANOVA		
Variable	Job Position	N	Mean	SD	Levene's Statistic	Sig.	F	P
Personal Life Interference with Work (PLIW)	Senior Manager	43	3.31	1.10	.97	.43	2.69	.031
	Departmental Manager	186	3.07	1.03				
	Supervisor	96	3.06	.90				
	Others	169	3.17	1.05				
	Master's degree	26	3.71	1.11				
Group Difference								
	Education				Means difference	Sig.		
	Master's degree – High School				.637	.026		
	Master's degree – Vocational School.				.650	.035		

Significant at 0.05 level.

5.10 The Structural Model: Hypothesis Tests

We conducted an analysis using AMOS 24.0 to investigate the impact of employee WLB dimensions (specifically, WIPL, PLIW, WEPL, and PLEW) on value congruence and employee intstay or intleave their current working environment. We additionally assess the potential mediating role of employee value congruence on the association between WLB dimensions and employee retention dimensions.

The diagram (see Figure 5) illustrates the full structural equation model, which includes all of the research constructs. The complete structural model's fit indices and hypotheses scrutinize the direct influence of WLB dimensions (WIPL, PLIW, WEPL, PLEW) on employee retention, and the congruence of their values. The study also investigated the impact of value congruence on employee retention.

We assessed the adequacy of the suggested model by employing mode-fit measures. The results indicate that the model fits satisfactorily with the research sample, as evidenced by the following statistics: $CMIN/df = 2.305$, $GFI = .902$, $CFI = .940$, $TLI = .931$, $SRMR = .058$, and $RMSEA = .051$.

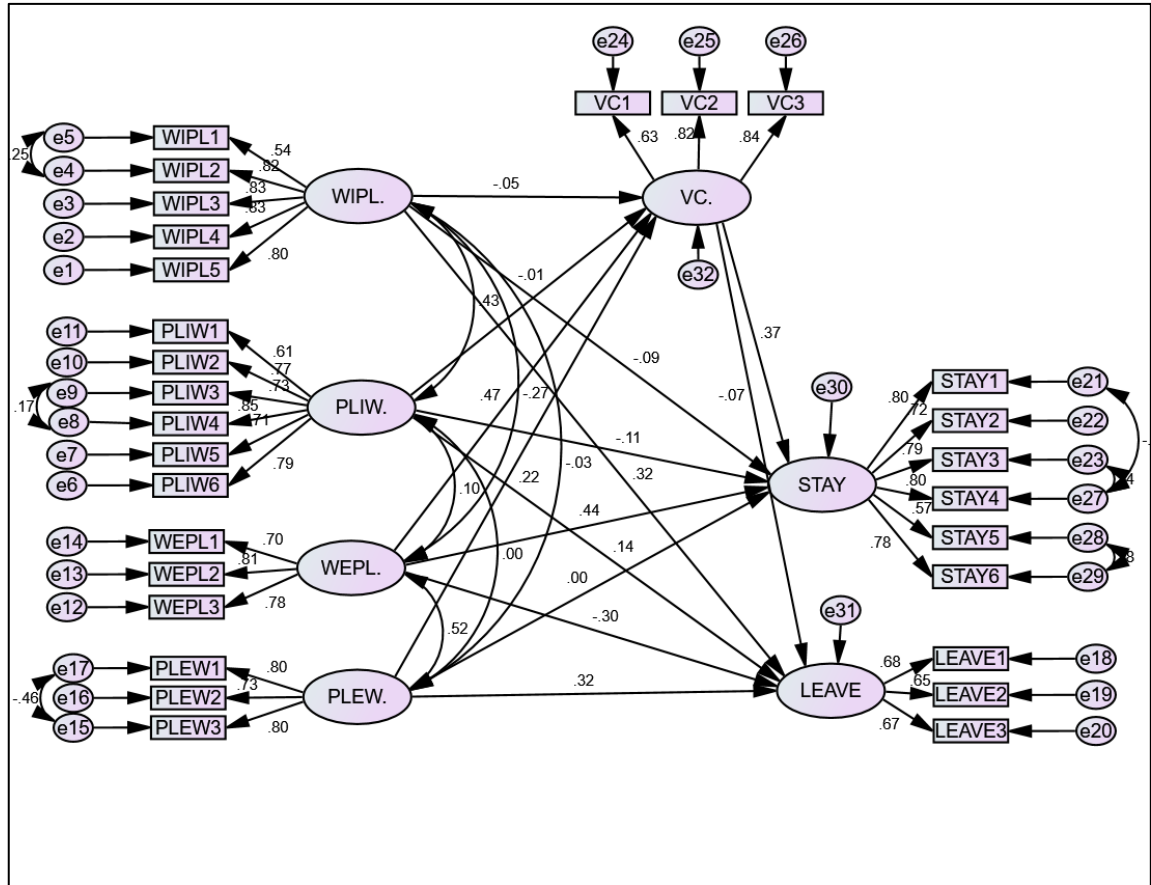


Figure 5.4 The proposed structural model

We used the squared multiple correlation coefficient (R^2) to assess the amount of variance the endogenous and mediator in the model accounted for. The findings indicate a score of .57 for employee intentstay, .31 for employee intleave, and .40 for employee value congruence. These findings suggest that the four dimensions of WLB (WIPL, PLIW, WEPL, PLEW) account for 57% of variation in intention to stay, 31% of variation in intention to leave, and 40% of variation in value congruence.

The impact of WIPL on employee intstay was not statistically significant ($b = -.078$, $t = -1.632$, $p = .103$), whereas it was statistically positively significant for int leave ($b = .316$, $t = 4.725$, $p = .000$). Therefore, we reject the hypothesis H1a and accept the hypothesis H1b. The findings demonstrate that PLIW has a negative and statistically significant effect on intstay ($b = -.127$, $t = 2.794$, $p = .005$), whereas it has a positive and statistically significant effect on intleave ($b = .142$, $t = 2.307$, $p = .005$). Therefore, we accept both H2a and H2b. The impact of WEPL on employee intstay was positive and significant while was negatively significant on intleave ($b = .434$, $t = 6.629$, $p = .000$, $b =$

-.306, $t = 3.600$, $p = .000$, respectively). Therefore, H3a and H3b are supported. Furthermore, PLEW has statistically insignificant effect on the intstay ($b = .008$, $t = .165$, $p = .869$), whereas it has a positive and statistically significant effect on the intention to leave ($b = .312$, $t = 4.334$, $p = .001$). Therefore, we reject both H4a and H4b.

Table 5.24 Regression weights

Hypotheses	Effect	Standardized Regression Weights	C.R.	P value	Supported
H1a	STAY<--- WIPL	-.078	-1.632	.103	NO
H1b	LEAVE<--- WIPL	.316	4.725	***	Yes
H2a	STAY<--- PLIW	-.127	-2.794	**	Yes
H2b	LEAVE<--- PLIW	.142	2.307	**	Yes
H3a	STAY<--- WEPL	.434	6.692	***	Yes
H3b	LEAVE<--- WEPL	-.306	-3.600	***	Yes
H4a	STAY<--- PLEW	.008	.165	.869	NO
H4b	LEAVE<--- PLEW	.312	4.334	***	NO
H5a	VC <--- WIPL	-.071	-1.269	.204	NO
H5b	VC <--- PLIW	-.012	-.221	.825	NO
H5c	VC <--- WEPL	.466	6.646	***	Yes
H5d	VC <--- PLEW	.227	3.826	***	Yes
H6a	STAY<--- VC	.368	6.282	***	Yes
H6b	LEAVE<--- VC	-.064	-.880	.379	No
R Square					
Intention to Stay	.57				
Intention to Leave	.31				
Value Congruence	.40				

Model Fit

CMIN/df = 2.358, GFI = .901, CFI = .937, TLI = .927, SRMR = .058, and RMSEA = .051.

Note: ***. The correlation is significant at the 0.01 level (2-tailed), **. The correlation is significant at the 0.05 level (2-tailed), and R² = squared multiple correlations.

The impact of WIPL and PLIW on value congruence was found to have a negative and statistically insignificant effect ($b = -.071$, $t = -1.269$, $p = .204$, $b = -.012$, $t = -.221$, $p = .875$, respectively). Therefore, both H5a and H5b are hereby rejected. WEPL had a substantial and statistically significant impact on employee value congruence ($b = .446$; $t = 6.646$; $p = .000$). Similarly, PLEW had a substantial and favorable effect on employee value congruence ($b = .227$, $t = 3.826$, $p = .0379$). Thus, H5c and H5d are supported. The findings demonstrate a strong and statistically significant relationship between value congruence and employee intention to stay in the organization ($b = .368$, $t = 6.282$, $p = .000$).

0.000) but a statistically insignificant effect on employee intention to leave ($b = -.064$, $t = -.880$, $p = .000$). Thus, H6a is accepted and H6b is rejected.

5.10.1 Mediation Analysis

We conduct bootstrapping (N=5000 samples) with a bias-corrected confidence interval of 95% using SPSS Amos 24.0 to evaluate the mediating role of value congruence on the association between the four dimensions of WLB (WIPL, PLIW, WEPL, PLEW) and employee intstay or intleave. The analysis (see Table 24) employs a bias-corrected confidence interval of 95%. The bootstrapping procedure produces confidence intervals. If the estimated value lies inside the lower and upper limits of the 95% confidence interval, and if the range for the upper and lower bound estimations does not encompass zero, then we may assume that the indirect impact is statistically significant.

Table 5.25 Bootstrapped Results of Mediation Analysis with a Sample of 5000

Hypotheses	Relationship	Direct Effect	Indirect Effect	Confidence Interval		P value	Result
		β	β	Lower Bound	Upper Bound		
H7a	STAY--> VC-->WIPL	-.089	-.020	-.077	.021	.340	Rejected
H7b	STAY --> VC-->PLIW	-.115	-.005	-.047	.041	.833	Rejected
H7c	STAY --> VC-->WEPL	.438***	.174	.109	.254	.000	Partial Mediation
H7d	STAY --> VC-->PLEW	-.003	.080	.023	.158	.003	Full Mediation
H8a	LEAVE -->VC-->WIPL	.320***	-.004	-.004	.036	.301	Rejected
H8b	LEAVE -->VC-->PLIW	.141	-.001	-.008	.022	.550	Rejected
H8c	LEAVE-->VC-->WEPL	-.299***	-.035	-.113	.043	.334	Rejected
H8d	LEAVE-->VC-->PLEW	.215 ***	-.016	-.070	0.15	.279	Rejected

Note: *** $p < .001$, ** $p < .05$,

The findings indicated that the indirect influence of WIPL and PLIW on intstay were both negative and statistically insignificant ($\beta = -.020$, [bias-corrected 95% CI = $-.077, .021$], $p = .340$) and ($\beta = -.005$, [bias-corrected 95% CI = $-.047, .041$], $p = .833$), respectively. Thus, the study concluded that there was no notable association between WIPL, PLIW, and employee intstay through value congruence. Consequently, we rejected hypotheses H7a and H7b.

On the other hand, the study found WEPL had a significant and positive indirect effect on intstay through value congruence ($\beta = .174$, [bias-corrected 95% CI = .109, .254], $p = .000$), which supports H7c.

Furthermore, to determine the type of indirect relationship that exists, we checked the direct effect of WEPL on employees' intstay in presence of the mediator, which was found to be positive and significant ($\beta = .438$, $p = .000$). This helped us figure out the type of indirect relationship that exists. Hence, value congruence partially mediates the relationship between WEPL and employee intstay.

Similarly, the indirect effect of PLEW on employee intstay through value congruence appeared to be positively significant ($\beta = .080$, [bias-corrected 95% CI = .023, .158], $p = .003$), which supports H7d. To determine the type of mediation that exists between the variables, we tested the direct effect of PLEW on employee intstay in presence of the mediator, which found to be insignificant ($\beta = -.003$, $p = .952$). Hence, value congruence fully mediates the relationship between PLEW and employee intention to stay.

Finally, the findings reveal an insignificant indirect effect of all four WLB dimensions on employee intleave. We found the relationship between WLB dimensions and employee intleave through value congruence to be insignificant, rejecting H8a, H8b, H8c, and H8d. The table above presents a summary of the mediation analysis.

5.10.2 Summary of the Hypotheses Results

Table 5.26 Summary of the Hypotheses Results

	Hypotheses	Status
H _{1a}	WIPL is negatively affect intention to stay.	Rejected
H _{1b}	WIPL is positively affect intention to leave.	Supported
H _{2a}	PLIW is negatively affect intention to stay.	Supported
H _{2b}	PLIW is positively affect intention to leave.	Supported
H _{3a}	WEPL is positively affect intention to stay.	Supported
H _{3b}	WEPL is negatively affect intention to leave.	Supported
H _{4a}	PLEW is positively affect intention to stay.	Rejected
H _{4b}	PLEW is negatively affect intention to leave.	Rejected
H _{5a}	WIPL negatively affect value congruence.	Rejected
H _{5b}	PLIW negatively affect value congruence.	Rejected
H _{5c}	WEPL positively affect value congruence.	Supported
H _{5d}	PLEW positively affect value congruence.	Supported
H _{6a}	Value congruence positively affect intention to stay.	Supported
H _{6b}	Value congruence negatively affect intention to leave.	Rejected
H _{7a}	Value congruence mediate the relationship between WIPL and intention to stay.	Rejected
H _{7b}	Value congruence mediate the relationship between WIPL and intention to leave.	Rejected
H _{7c}	Value congruence mediate the relationship between PLIW and intention to stay.	Rejected
H _{7d}	Value congruence mediate the relationship between PLIW and intention to leave.	Rejected
H _{8a}	Value congruence mediate the relationship between WEPL and intention to stay.	Partial Mediation
H _{8b}	Value congruence mediate the relationship between WEPL and intention to leave.	Rejected
H _{8c}	Value congruence mediate the relationship between PLEW and intention to stay.	Full Mediation
H _{8d}	Value congruence mediate the relationship between PLEW and intention to leave.	Rejected

6 DISCUSSION AND CONCLUSION

6.1 Discussion

Work-Life Balance (WLB) has become an increasingly important concept in the contemporary business environment due to increasing managerial challenges and the loss of valued employees (Rodríguez-Sánchez et al., 2020). Studies in recent years has focused more on how achieving WLB affects employees' turnover intentions. Yet, majority of research fail to examine the influence of sub-dimensions of WLB on employee attitudes and behavioral outcomes. This study aims to address the gap by exploring influence of both negative (interference) and positive (enhancement) dimensions of WLB on employee retention in the Turkish hospitality industry.

Furthermore, while many studies in the literature treat the intention to stay and intention to leave as interconnected and are two opposite aspects of the same phenomenon, this study differentiate between the two as separate dimensions of retention, in line with few empirical studies that explored these dimensions independently (Cho et al., 2009; Govaerts et al., 2011; HakemZadeh et al., 2022; Nancarrow et al., 2014). Therefore, this research examined how WLB dimensions affect employee retention in Turkish tourism and hospitality sector while emphasizing mediating role of value congruence. We posited that employees' perception of WLB dimensions affect their value congruence, thereby influencing their retention in their current workplace.

6.1.1 Work-Life Balance and Employee retention

The finding indicates that WLB interference dimensions (WIPL and PLIW) are significant predictors of employee intention to leave. This signifies that when work obligations interfere with employees' personal live such as family duties, sports or leisure activities, religious services, education etc., makes them want to leave the organization. conversely, when such personal live obligations also interfering with their work duties, their likelihood of leaving their workplace increases.

This finding corresponds with findings in the literature (e.g., Dechawatanapaisal, 2017; Gautam et al., 2024; J. Haar & Brougham, 2022). For instance, Dechawatanapaisal (2017) study that found WLB initiatives help in increasing job satisfaction and lower turnover intentions in hospitality sector. Haar and Brougham (2022) also claim that when personal life demands interfere with work life, it results in decreasing job satisfaction and increasing turnover intention. Gautam et al. (2024) found a significant negative relationship between WLB interference dimensions and turnover intention. However, it contradicts the findings of Karatepe & Magaji (2008) who found no association between family-work conflict and turnover intentions within Nigerian hotel employees. This may indicate that such challenges may depend on the culture or context of WLB in different regions.

On the other hand, our finding on WLB interference dimensions (WIPL and PLIW) and intention to stay shows PLIW is negatively affect employees' intention to stay while WIPL was not. This corresponds with HakemZadeh et al.'s (2022) study on midwives in Canada. This shows that not all the factors that affect employee intention to leave also affect their intention of staying. Thus, when employee personal life responsibility conflict with their work life, it decreases their intention to stay while when work duties conflict with their personal life does not.

Regarding the findings on the WLB enhancement dimensions (WEPL and PLEW), our finding suggests that work WEPL significantly increases employees' intention of staying and decreases their intention of leaving respectively. This indicate that when hotel employees feel that their employment contributes to their personal growth in areas such as skill acquisition, relationships or financial stability, they tend to stay within the organization. This finding corresponds with HakemZadeh et al. (2022) study and Kerdpitak and Jermisittiparsert (2020) finding that suggest when work enhances personal life, it promotes personal satisfaction and commitment for most employees towards the organization. However, the results contradict the finding of Gautam et al. (2024) that reported no significant association between work-personal life enhancement and turnover intentions among nurse workers. It also contradicts with the studies by Karatepe & Magaji (2008) and Karatepe & Azar (2013), on work-family balance that conclude work-family facilitation had no significant relationship with turnover intentions.

Regarding PLEW, our finding found no significant relationship with intention of staying but does positively relate to intention of leaving. Contrary to expectations, when hotel employees perceive an enhancement in their personal lives that positively affects their work performance, it unexpectedly heightens employee's willingness to leave from their working organization. The surprising outcome indicates that employees' personal life improvement may motivate them to pursue opportunities that match personal lives. This correspond with findings of HakemZadeh et al. (2022), while being inconsistent with Karatepe & Azar (2013) study on Iranian hotel employees. This inconsistency may explain why the effect of WLB dimensions on employees' attitudes and behaviours may differ by industry, nation and/or organizational cultural aspects.

6.1.2 Work-Life Balance and Value Congruence

Our finding on association between WLB and employee value congruence found no significant relationship between WLB interference dimensions (WIPL and PLIW) and value congruence. The possible explanation for this result is that the interference dimensions often represent stressors that can lead to burnout, dissatisfaction, and disengagement. These sorts of stress can reduce job satisfaction and increase turnover intentions. However, they may have little effect on employees' perceptions of how their personal values match those of their employer.

In contrast, WLB enhancement dimensions (WEPL and PLEW) are found to be positively associated with employee value congruence. This is corresponding with the results of Kakar et al. (2019) and Firfiray & Mayo (2017), which imply a robust and positive association between WLB and employee person-organization value congruence. This suggest that when employees believe their workplace complements their personal life and vice versa, they are inclined to view their values as congruent with that of their workplace, thereby perceiving their employer values their well-being and willing to accommodate their needs.

6.1.3 Value Congruence and Employee retention

Our findings revealed a significant and positive relationship among value congruence and employee intention of staying. It suggests that hotel employees are willing to stay in an organization if their own values reflect its values and principles. This

is in line with Attraction-Selection-Attrition (ASA) theory proposed by Schneider (1987) that emphasize those with a strong fit with their organizations are more satisfied and committed, which increase their retention. The literature also shows that employee value congruence increases retentions. For instance, Silver et al. (2023) revealed that employees are inclined to stay if they perceive their organization's values and culture match theirs. Thakur and Bhatnagar (2017) also found that value congruence improve job embeddedness, which in turn facilitates employee retention.

Contrary, the result showed that value congruence has no substantial negative impact on employee intent to leave. This contradicts ASA theory that suggests individuals that do not identify with their organizational values may decide to leave. This finding also challenges the body of literature (e.g., Jin et al., 2018; Kakar et a., 2019; Silva et al., 2023) that argues the significance of value congruence in reducing employee turnover. The possible explanation may be that employees may consider leaving for some reasons other than value incongruence, such as such as dissatisfaction with other job aspects, organizational support, and salary and career advancement opportunities. Silva et al., (2023) emphasized that although value congruence can improve job satisfaction, it may not eliminate turnover intention if some other critical factors are influencing their intentions.

6.1.4 Work-Life Balance, Value Congruence, and Employee Retention

The finding indicates value congruence as a mediator between the WLB enhancement dimensions (WEPL and PLEW), and employees' intention to stay with their organization but not with their intention to leave. This suggests when staffs believe their organization recognize their personal responsibility and overall welfare, they are inclined to build an emotional bond with their workplace and want to stay. This corresponds with Silva et al. (2023) study that found congruence between employee and their organizational values help in fostering employee sense of belonging and organizational commitment which further improve retention.

This is also corresponding with role theory (Kahn et al., 1964), which posits that experiences in one position can promote satisfaction and performance in another, decreasing role conflict and establishing role expectations. Additionally, the Attraction-

Selection-Attrition (ASA) theory (Schneider, 1987) suggests that people are attracted to organizations that share their values and ideas, which help retain them.

Conversely, the finding revealed that value congruence played an insignificant mediating effect in the association between WLB enhancement dimensions (WEPL and PLEW) and employees' intent to leave. This is inconsistent with the existing empirical findings and role theory. Although role theory suggests that positive job experiences reduce turnover intentions, our finding showed that other factors may complicate this relationship. For instance, when employees suffer some negative experience, such as work stress or dissatisfaction with other aspect of workplace like management practices, or job security, these may change their view of the WLB enhancement. Research by Silva et al., (2023) reported that job satisfaction and organizational commitment are important in influencing turnover intents. This indicates that enhancement dimensions of WLB alone may not be enough for employee retention.

There was an insignificant mediating effect of value congruence on WLB interference dimensions (WIPL and PLIW) and employee retention. This suggests that multiple factors, including differences in individuals may shape turnover dynamics. Thakur and Bhatnagar (2017) demonstrate that external labor market factors can influence turnover intentions, irrespective of internal organizational influences. Maurya et al. (2021) highlighted that personal attributes significantly influence employees' perceptions towards their workplace and their turnover intentions. Although role theory provides valuable insights into the relationship within work and personal life, this result underscores the need for further research to fully comprehend the intricate role of value congruence in the relationship across WLB interference dimensions and employee retention.

6.2 Conclusion

These research findings contribute to WLB, value congruence, and employee retention literature by highlighting the crucial roles of these variables in creating a supportive workplace that enhances employee retention in hospitality industry.

The findings indicate that both WLB interference (WIPL and PLIW) and enhancement (WEPL and PLEW) dimensions are associated with employee intent to

leave, while only PLIW and WEPL are associated with intent to stay. The results also revealed that value congruence has no substantial negative impact on employee intention of leaving but is positively linked with intention of staying.

Thus, this indicates not all the factors that affect intention of staying may necessarily affect intention of leaving. Therefore, in consistent with few empirical studies (e.g., Cho et al., 2009; Govaerts et al., 2011; HakemZadeh et al., 2022; Nancarrow et al., 2014), this study concludes that intention of staying and of leaving are separate constructs. The finding also suggests that WLB can be considering as directional and multidimensional construct with its interference and enhancement sub-dimensions.

Furthermore, we found insignificant relationship among WLB interference dimensions and value congruence. Conversely, WLB enhancement dimensions are found to be positively associated with value congruence. Thus, the study concludes that employees may perceive that WLB interference is differ from their core values, resulting in mismatch between their interference experiences and their view of value congruence. While, when they perceive a balance among their personal and work lives, they are more inclined to perceive their personal values matched with their organizational value.

The findings in consistence with Hakem Zadeh et al. (2022) study, improves Cho et al.'s (2009) classification of determinants of intention of staying or leaving by categorizing WLB and value congruence. The author defined Retainers as factors that only affect staying, while disengaged only affect leaving. Critical factors affect both the intentions, while neutral factors do not influence either. This study reveals work WIPL as a disengager, as it has substantial impact on intention of leaving but do not influence the intention of staying. Value congruence is identified as a retainer determinant, as it encourages employees' intentions of staying without significantly influencing their intention of leaving. Lastly, we classified WEPL and PLIW as critical determinants, as both factors significantly influence both intentions, highlighting their dual role in employee retention.

The research also underscores the mediating role of value congruence. When employees perceive that their personal values match with that of their organization, they are more inclined to stay, especially when they experience WLB enhancement. This

suggest that organizations should focus on fostering an organizational culture that aligns with the employee values, resulting in improved employee retention.

The effect of various demographic variables (such as gender, age, education, marital status, and position and work status) on WLB dimensions, retention dimensions and value congruence was examined. The findings showed a significant difference in several variables. For example, male employees experienced higher PLIW than female employees. On the other hand, non-managerial employees experience higher PLIW than their supervisors.

Female employees reported higher intention of staying than male. Single employees experience higher PLEW than married employees. Seasonal workers experienced higher work WEPL than full-time workers. Regarding age differences, younger workers (between 18 and 25 years) reported higher intention to leave than older workers (36-45 and 46-59).

Lastly, regarding educational level, there is significant difference between educational level of employees and their WIPL, retention, and value congruence. Employees with bachelor's degree experienced higher WIPL than employee with high school education; employees with master's degree reported higher intention to stay and perceived higher value congruence than employee with vocational school education while employees with vocational school education differed significantly from primary school education and high school education.

In summary, this study concludes that WLB is a vital determinant of employee retention in hospitality industry, with value congruence acting as a significant mediating role. The results of the demographic variables demonstrate the complexities of factors affecting the study variables. Education level and job position were found to be major determinants of WLB, while variables such as marital status and gender showed less influence. These findings highlight the importance considering demographic characteristics of employees formulating strategies to improve retentions, WLB and value congruence of hospitality workers. Organizations that prioritize WLB and align their values with those of their workers while considering the demographic information are inclined to enhance retention and sustain competitive advantage in the industry.

6.3 Research Implications

6.3.1 Theoretical implications

These findings provided substantial contributions to the existing literature WLB, value congruence, and employee retention. This research in line with few empirical studies (e.g., Demir & Budur, 2022; Gautam et al., 2024; Fisher et al., 2009; Hakem Zadeh et al., 2022; Hayman, 2005; Hirschi et al., 2019; Kaur & Randhawa, 2021), contributes to the argument that WLB is a directional and multidimensional construct with its interference and enhancement sub-dimensions, thereby helping in an effective understanding of how negative and positive aspects of WLB influence employee attitudes and behaviour.

In addition, the findings support calls by scholars (e.g., Casper et al., 2017; Fisher et al., 2009; Kalliath & Brough, 2008; Lockwood, 2003) to widen the concept of WLB beyond the family domain and focus on various non-work domains such as leisure, community, education.

The research contributes to retention literature by distinguishing among intention of staying and leaving as separate construct and is influenced by distinct factors. Thus, providing this distinction may help future research in further understanding the notion of employee retentions and the specific variables that affect each of the dimensions.

6.3.2 Practical implications

The findings provided various useful implications for organizations from the hospitality sector toward implementing successful measures to retain their skilled and experienced employees to maintain their competitiveness, as employees are valuable assets and the key to the success of any organization.

First, our study highlights the dual nature of WLB (both negative and positive aspects) in influencing employee retention. For instance, WEPL positively affects intent to stay, whereas WIPL and PLIW positively influence intent to leave. Therefore, we recommend employers to implement WLB practices like flexible work arrangements, childcare support, and family leave policies that can help in improving enhancement dimensions while mitigating the interference dimension by providing support systems

such as stress management, counseling services, and different workshops to assist employees in managing stress and preventing burnout, thereby helping employees in coping with work and personal lives more effectively, which creates a supportive work environment that supports employee retention.

Secondly, our findings revealed that maintaining balance within work and personal life makes employees believe their personal values match with the values of their workplace, which in turn encourages them to keep working with the organization. Therefore, we recommend hospitality managers to focus not only on WLB practices but also the congruence between the organizational and employees' values in ensuring an effective employee retention strategy.

This can be accomplished through open communications with employees regarding the organizational values, such as their corporate social responsibility initiatives, via weekly newsletters, websites, periodic orientations, and involving employees in facilitating such initiatives as recommended by (Kunda et al (2019). Employees that value such initiatives may feel their values match the core values of their workplace, thereby promoting value congruence and, subsequently, retention.

Furthermore, this study concludes that employee intent to stay and to leave are separate constructs. Understanding this may help hospitality organizations formulate strategies such as training and development programs, and WLB initiatives that are relevant to each retention factor. For example, organizations can emphasize certain initiatives such as flexibility, career advancement programs and skill development opportunities and support for personal commitments for employees that show intention to stay while addressing workload and stress factors and providing resources such as career counseling or job placement assistance for those intending to leave.

6.4 Limitations and Recommendations

This study, like many others, has limitations that future research should consider. First, the study's scope is limited to hospitality industry in Turkey, particularly those in Antalya region, which may limit the generalization of the findings to other regions or nations with different cultural and economic labor market conditions. Moreover, concentrating on the hospitality sector may overlook distinct WLB dynamics found in

other professions that could affect value congruence and retention intentions. Therefore, future research should examine these variables across diverse cultural and geographical contexts and in various industries to enhance its generalizability.

A second limitation is we unitized a cross-sectional design which information was obtained from particular participants in a specific period of time, which may not sufficiently capture the nature of employee attitudes and behaviours over time. Therefore, we recommend future study to employ longitudinal designs to acquire a better knowledge of how WLB influence employee value congruence and their retention over time. Additionally, the data was obtained by a convenience sampling method and the data is self-reported, which may raise a potential response bias as participants might provide socially desirable responses instead of their own views and experiences on these variables. Future studies should employ more robust sampling methods.

Lastly, the role of value congruence as a mediator was examined. Future research should investigate other possible moderators and mediators, such as perceived organizational support, organizational empowerment. These could influence the relationship within WLB dimensions and employee retention. In addition, future studies should explore the complementary forms of person-environment fit, such as person-job fit and person-supervisor fit, as a mediator or moderator to deeper understand the role of fit theory in the relationship between WLB and employee retention.

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APPENDICES

Appendix 1. Survey questions in English

Dear Participants, I am conducting research under the supervision of Prof. Dr. I. Cemil ULUKAN for a Doctor of Philosophy in Business Administration degree (PhD) at Anadolu University, Eskisehir. The purpose of this research is to identify to what extent the perception of work-life balance can influence employees in the hospitality industry to feel that their individual's personal values match the values they encounter in their work environment, which can help influence their intention to stay in their working hotels or resorts. Your participation in this questionnaire is highly appreciated, and it will be an important part of this research. Therefore, I would appreciate it if you could spare about 10 minutes of your valuable time to complete this survey. The information provided will remain completely anonymous and used only for the purposes stated. Your participation is entirely voluntary, and your identity will not be revealed in the final report of this research project. Thank you for taking the time to participate.

Kind Regards,

Mohammed KUNDA,

Doctoral Candidate, Anadolu University

WORK LIFE BALANCE SURVEY

Directions: Please indicate your level of agreement or disagreement with each of the following statements. (1) Strongly Disagree; (2) Disagree; (3) Unsure; (4) Agree; (5) Strongly Agree.						
1	I come home from work too tired to do things I would like to do	1	2	3	4	5
2	My job makes it difficult to maintain the kind of personal life I would like	1	2	3	4	5
3	I often neglect my personal needs because of the demands of my work	1	2	3	4	5
4	My personal life suffers because of my work	1	2	3	4	5
5	I have to miss out on important personal activities due to the amount of time I spend doing work	1	2	3	4	5
6	My personal life drains me of the energy I need to do my job	1	2	3	4	5

7	My work suffers because of everything going on in my personal life	1	2	3	4	5
8	I would devote more time to work if it weren't for everything I have going on in my personal life	1	2	3	4	5
9	I am too tired to be effective at work because of things I have going on in my personal life	1	2	3	4	5
10	When I'm at work, I worry about things I need to do outside work	1	2	3	4	5
11	I have difficulty getting my work done because I am preoccupied with personal matters at work	1	2	3	4	5
12	My job gives me energy to pursue activities outside of work that are important to me	1	2	3	4	5
13	Because of my job, I am in a better mood at home	1	2	3	4	5
14	The things I do at work help me deal with personal and practical issues at home	1	2	3	4	5
15	I am in a better mood at work because of everything I have going for me in my personal life	1	2	3	4	5
16	My personal life gives me the energy to do my job	1	2	3	4	5
17	My personal life helps me relax and feel ready for the next day's work	1	2	3	4	5

VALUE CONGRUENCE SURVEY

Directions: Please indicate your level of agreement or disagreement with each of the following statements. (1) Strongly Disagree; (2) Disagree; (3) Unsure; (4) Agree; (5) Strongly Agree.						
1	My organization's values and culture provide a good fit with the things that I value in life	1	2	3	4	5
2	The things that I value in life are very similar to the things that my organization values	1	2	3	4	5
3	My personal values match my organization's values and culture	1	2	3	4	5

EMPLOYEE RETENTION SURVEY

Directions: Please indicate your level of agreement or disagreement with each of the following statements. (1) Strongly Disagree; (2) Disagree; (3) Unsure; (4) Agree; (5) Strongly Agree.						
1	Within this company my work gives me satisfaction.	1	2	3	4	5
2	If I wanted to do another job or function, I would look first at the possibilities within this company	1	2	3	4	5
3	I see a future for myself within this company.	1	2	3	4	5
4	If it were up to me, I will definitely be working for this company for the next five years.	1	2	3	4	5
5	The work I'm doing is very important to me.	1	2	3	4	5
6	I love working for this company	1	2	3	4	5

7	I intent, within a period of three years, to go working in another company	1	2	3	4	5
8	I have checked out a job in another company previously	1	2	3	4	5
9	If I received an attractive job offer from another company, I would take the job	1	2	3	4	5

1 Gender	☐ Female	☐ Male				
2. Age:	☐ 18-25	☐ 26-35	☐ 36-45	☐ 46-59	☐ 60+	
3. Marital status	☐ Single	☐ Married				
4. Educational Status	☐ Primary School	☐ High School	☐ Vocational school	☐ Bachelor's degree	☐ Master's degree	
5. Do you have any Diploma in Hospitality?	☐ Yes	☐ No				
6. Job Position	☐ Senior manager	☐ Departmental manager	☐ supervisor	☐ Others (specify):		
7. Work Status	☐ Full-Time		☐ Seasonal			
8. Professional Experience	☐ 1-5 year	☐ 6-10 year	☐ 11-15 year	☐ 16-20 year	☐ 21-25 year	☐ 25+year
9. How many years have you worked for this Hotel/resort?	☐ 1-5 year	☐ 6-10 year	☐ 11-15 year	☐ 16-20 year	☐ 21-25 year	☐ 25+year
10. Department:						

Thank you for your participation.

Appendix 2. Survey questions in Turkish

Sayın Katılımcı,

Bu anket, Prof. Dr. Cemil ULUKAN danışmanlığında yürütülen “İş Yaşam Dengesi ile Çalışanların İşte Tutulması Arasındaki İlişkide Değer Uyumunun Aracılık Rolü: Konaklama Sektöründe Bir Araştırma” başlıklı tez çalışması için veri toplamak amacıyla hazırlanmıştır. Anketi doldururken isim belirtmeniz gerekmemektedir. Anket sonuçları kesinlikle gizli tutulacak ve sadece bilimsel amaçlarla kullanılacaktır. Anketi eksiksiz bir şekilde doldurmanız, bu çalışmaya yapacağınız katkı açısından çok değerlidir.

Saygılarımla,

Mohammed M. KUNDA
Anadolu Üniversitesi
İngilizce İşletme Programı Doktora adayı

İŞ YAŞAM DENGESİ ÖLÇEĞİ

Lütfen aşağıdaki ifadelere ne düzeyde katıldığınızı belirtiniz. (1) Kesinlikle Katılmıyorum; (2) Katılmıyorum; (3) Kısmen Katılıyorum; (4) Katılıyorum; (5) Kesinlikle Katılıyorum						
1	İşten eve geldiğimde yapmak istediğim şeyleri yapmak için çok yorgun oluyorum.	1	2	3	4	5
2	İşim, istediğim özel hayatı sürdürmemi zorlaştırıyor.	1	2	3	4	5
3	İşimin gereklilikleri yüzünden kişisel ihtiyaçlarımı sık sık ihmal ediyorum.	1	2	3	4	5
4	Özel hayatım, işimden olumsuz etkileniyor.	1	2	3	4	5
5	İşime harcadığım zamandan dolayı önemli kişisel aktivitelerimi yapamıyorum.	1	2	3	4	5
6	Özel hayatım, işimi yapmam için gerekli olan enerjimi tüketiyor.	1	2	3	4	5
7	Özel hayatımda olan şeyler yüzünden işim zarar görüyor.	1	2	3	4	5
8	Özel hayatımda yaşadıklarım olmasa, işe daha fazla zaman ayırırdım.	1	2	3	4	5
9	Özel hayatım yüzünden işte verimli olamayacak kadar yorgun oluyorum.	1	2	3	4	5
10	İşteyken, iş dışında yapmam gerekenler nedeniyle endişeli hissediyorum.	1	2	3	4	5

11	Özel hayatımdaki sorunlarla uğraşmaktan işlerimi tamamlamakta zorlanıyorum.	1	2	3	4	5
12	İşim, iş dışında benim için önemli faaliyetleri gerçekleştirmem için bana güç veriyor.	1	2	3	4	5
13	İşim sayesinde evdeki ruh halim daha iyi oluyor.	1	2	3	4	5
14	İşyerinde yaptıklarım, evdeki kişisel ve günlük işlerle baş etmemi kolaylaştırıyor.	1	2	3	4	5
15	Özel hayatımdaki her şey iş yerinde daha iyi hissetmemi sağlıyor.	1	2	3	4	5
16	Özel hayatım bana işimi yapmam için güç veriyor.	1	2	3	4	5
17	Özel hayatım, ertesi günkü işler için dinlenmeme ve kendimi hazır hissetmeme yardımcı oluyor.	1	2	3	4	5

DEĞER UYUMU ÖLÇEĞİ

Lütfen aşağıdaki ifadelere ne düzeyde katıldığınızı belirtiniz. (1) Kesinlikle Katılmıyorum; (2) Katılmıyorum; (3) Kısmen Katılıyorum; (4) Katılıyorum; (5) Kesinlikle Katılıyorum						
1	Hayatta değer verdiğim şeylerle çalıştığım işletmenin değer verdiği şeyler birbirine çok benzemektedir.	1	2	3	4	5
2	Kişisel değerlerim çalıştığım işletmenin kültürü ve değerleriyle uyumludur.	1	2	3	4	5
3	Çalıştığım işletmenin kültürü ve değerleri hayatta değer verdiğim şeylerle iyi bir uyum göstermektedir.	1	2	3	4	5

ÇALIŞANI ELDE TUTMA ÖLÇEĞİ

Lütfen çalıştığınız kurumu düşünerek aşağıdaki unsurların sizi tatmin etme derecesini belirtiniz. (1) Hiç Tatmin Edici Değil; (2) Tatmin Edici Değil; (3) Kısmen Tatmin Edici; (4) Tatmin Edici; (5) Çok Tatmin Edici						
1	Bu şirketteki işim beni tatmin ediyor.	1	2	3	4	5
2	Eğer başka bir iş yapmak veya başka bir faaliyette bulunmak isteseydim, ilk önce bu şirket içindeki olasılıklara bakardım.	1	2	3	4	5
3	Bu şirkette kendim için gelecek görüyorum.	1	2	3	4	5
4	Bana kalsa, önümüzdeki 5 yıl daha bu şirkette çalışırım.	1	2	3	4	5
5	Yaptığım iş benim için çok önemlidir.	1	2	3	4	5
6	Bu şirket için çalışmayı seviyorum.	1	2	3	4	5
7	3 yıl içinde başka bir şirkette çalışmayı planlıyorum.	1	2	3	4	5
8	Daha önce başka bir şirkette iş aradım.	1	2	3	4	5
9	Eğer başka bir şirketten daha iyi bir iş teklifi alsaydım, işi kabul ederdim.	1	2	3	4	5

1. Cinsiyetiniz:	☐ Kadın	☐ Erkek				
2. Yaşınız:	☐ 18-25	☐ 26-35	☐ 36-45	☐ 46-59	☐ 60+	
3. Medeni durumunuz:	☐ Bekar	☐ Evli				
4. En son diploma aldığınız:	☐ İlköğretim	☐ Lise	☐ Ön lisans	☐ Lisans	☐ Lisansüstü	
5. Otelcilikle ilgili eğitim aldınız mı?	☐ Evet	☐ Hayır				
6.Oteldeki Pozisyonunuz	☐ Üst düzey yönetici	☐ Departman yöneticisi	☐ Şef	☐ Diğer (Açıklayınız):		
7. Çalışma şekli	☐ Tam zamanlı		☐ Sezonluk			
8. Mesleki tecrübe (yıl)	☐ 1-5 yıl	☐ 6-10 yıl	☐ 11-15 yıl	☐ 16-20 yıl	☐ 21-25 yıl	☐ 25+ yıl
9. Bu işyerinde çalışma süreniz:	☐ 1-5 yıl	☐ 6-10 yıl	☐ 11-15 yıl	☐ 16-20 yıl	☐ 21-25 yıl	☐ 25+ yıl
10. Çalıştığınız bölüm:						

Katkılarınızdan dolayı teşekkür ederiz.

Appendix 3. Ethic Committee Approval



Appendix 4. Curriculum vitae (CV)

PERSONEL INFORMATION

NAME: MOHAMMED MOHAMED KUNDA

EDUCATION

JUN 2019 – 16 DEC 2024 ANADOLU UNIVERSITY ESKISEHIR – TURKEY

Doctor of Philosophy (PhD) Degree in Business Administration (English)

JUN 2014 – FEB 2018 MARMARA UNIVERSITY ISTANBUL – TURKEY

Masters Degree (Msc) in International Business

SEP 2010 – JUNE 2014 ONSEKIZ MART UNIVERSITY CANAKKALE - TURKEY

Bachelor's degree (B.Sc.) in Travel and Tourism Management

FEB 2012 – JUNE 2012 KATHO (ASS. KU LEUVEN) UNIVERSITY KORTRIJK-BELGIUM

Business Administration (English) European union Students Exchange program (Erasmus)

WORKING EXPERIENCE

APR 2022– PRESENT MAXX ROYAL RESORT KEMER ANTALYA – TURKEY

Front Office/Concierge Supervisor

APR 2021– NOV 2021 MAXX ROYAL RESORT KEMER ANTALYA - TURKEY

Guest Relation Agent (Maxx Assistant)

APR 2016 – NOV 2019 MAXX ROYAL RESORT KEMER ANTALYA - TURKEY

Front Office Agent

NOV 2019 – APR 2020 LUXURY LINE FURNITURE ISTANBUL - TURKEY

Customer representative

AUG 2014 – MAR 2016 ISTANBULPA TOURISM TIC LTD STI ISTANBUL – TURKEY

ACHIEVEMENTS

SEP 2013 - MAY 2014 ASSOCIATION OF SMALL AND MEDIUM-SIZED ENTERPRISES (KOSGEB)

CERTIFICATION: Entrepreneurship certificate award.

SEP 2009 – JUNE 2010 ONSEKIZ MART UNIVERSITY CANAKKALE - TURKEY

CERTIFICATION: Turkish language course certificate award (Tomer program)

SKILLS

LANGUAGE

- **English: Official language** - Fluent in reading, writing and spoken
- **Turkish:** Fluent in reading, writing and spoken
- **German:** Intermediate in reading and writing, beginner in spoken
- **French:** Beginner
- **Hausa:** mother tongue
- **Kanuri:** fluent in reading, writing and spoken.

Computer

- **Amadeus Vista:** computer reservation system for airlines and hotels reservation
- **Galileo:** computer reservation system for airlines and hotels
- **Fedileo:** computer reservation system for Hotels reservation.
- **MC (Materials Control)** for stock and cost control system
- **Microsft office products.**
- **SPSS:** Statistical Package for the Social Sciences