



*Qualitative Research Review Letter*

<https://qrrletter.com/index.php/Journal/about>

Online ISSN: 3007-0082

Print ISSN: 3007-0074

**Vol. 3 No. 1 (2025)**

**THE IMPACT OF FAMILY RESPONSIBILITIES THROUGH  
ORGANISATIONAL COMMITMENT ON TURNOVER INTENTIONS  
AND THE ROLE OF PSYCHOLOGICAL SAFETY**

**Umair Tanveer<sup>1</sup>, Qurat ul Ain<sup>2</sup>, Aqsa Mahreen<sup>3</sup>**

<sup>1</sup>University of Management and Technology, Lahore.  
[umairtanveer786@gmail.com](mailto:umairtanveer786@gmail.com)

<sup>2</sup>M.Phil Scholar, Institute of Banking and Finance, Bahauddin  
Zakariya University, Multan, Pakistan

<sup>3</sup>M.Phil Scholar, Institute of Bahauddin Zakariya University, Multan,  
Pakistan. [aqsaa9836@gmail.com](mailto:aqsaa9836@gmail.com)

# Qualitative Research Review Letter

## Abstract

This study investigates the impact of family responsibilities on employee turnover intentions, mediated by organizational commitment and moderated by psychological safety within organizations in Pakistan, particularly in the IT and banking sectors. Recognizing the pressing challenge of turnover intentions, the research builds upon Social Exchange Theory to propose that family responsibilities serve as a significant motivational force, enhancing organizational commitment and reducing turnover intentions when employees perceive psychological safety. Using a quantitative, cross-sectional research design, data will be collected from 250 employees through a structured questionnaire. The findings are expected to affirm that employees with higher family responsibilities demonstrate lower turnover intentions, driven by stronger organizational commitment, especially when they experience supportive and psychologically safe environments. This research contributes to theory by extending the understanding of family-driven motivation and highlights practical strategies for organizations to retain employees by fostering family support and psychological safety, ultimately promoting organizational sustainability and competitiveness.

**Keywords:** Family Responsibilities; Organizational Commitment; Turnover Intension; Psychological Safety

### Introduction

Turnover intentions are one major concern of organizations in today's ever-changing, competitive and knowledge-based economy. Addressing voluntary turnover intentions has remained a critical challenge for researchers and practitioners for several decades (Babalola, Stouten, & Euwema, 2014; Malik et al., 2023). Turnover intentions are crucial to be maintained at any organisation for its progress towards attaining goals and success. The intent of research has increased among researchers and practitioners for understanding and decreasing turnover intentions

## *Qualitative Research Review Letter*

through different elements of interest for specific boundary line conditions. Turnover intentions are the plans and thoughts of an individual to quit his or her work (Amin et al., 2018; Meyer et al., 1993). Turnover intentions are crucial to be maintained at any organization for its progress towards attaining goals and success. The intent of research has increased among researchers and practitioners for understanding and decreasing turnover intentions through different elements of interest for specific boundary line conditions. Turnover intentions are the plans and thoughts of an individual to quit his or her work (Meyer et al., 1993; Shaheen et al., 2024).

In our study, organisational commitment plays a vital role in explaining turnover intentions. Organisational commitment was conceptualized and divided into three parts by Mayer & Allen (1991).

(1) -Affective (Emotional attachment)

(2)- Continuance (Knowledge of the cost of leaving the organization)

(3) -Normative (Feeling of obligation to continue with the organization)

Commitment of employees for the organization is determined based on commonality in these three components states that commitment is a psychological state that

(a) The relationship of an employee is characterised by it with the organization

(b) Also have implications for the decision to continue or discontinue with the organization (Ali & Ahmed, 2015; Meyer & Allen, 1991).

### **Problem Statement**

Turnover intentions have become a very crucial and pressing issue for organisations as well as managers, as they can bring very serious and disturbing aftereffects. In addition to creating turmoil and causing hurdles in service delivery, turnover causes consideration of additional costs for organizations: Separation costs such as severance pay, replacement costs, which include the cost of hiring, screening, and training new employees (Pitts, Mawe, & Fernandez, 2011). Specifically,

## *Qualitative Research Review Letter*

the information technology of Pakistan has been researched to a small number best to my knowledge, and we will try to explore that in the current research.

### **Gap or Deficiency**

Family responsibilities motivation as a source of low turnover intentions is researched by very few researchers, as compared to other factors affecting turnover intentions. Future researchers are encouraged to explore the consequences of family motivation beyond job performance, such as organisational commitment and turnover intentions, as it needs to be explored (Menges et al. 2014). Specifically, the information technology of Pakistan has been researched to a small number best to my knowledge, and we will try to explore that in the current research.

### **Research Significance**

Research aims to help organisations opt for strategies that channel family responsibilities, psychological safety, and organisational commitment to reduce Turnover intentions. Organisations would eventually save lots of costs and employee resources, which may enable the organization to survive longer while building and sustaining its competitive advantage through human capital. Research would clarify the current issue and relationship, and research results and theory testing would add to the body of knowledge.

### **Research Objective**

The main purpose of the study is to observe and assess the motivation for family responsibilities and its impact on turnover intentions, explained through organizational commitment, where psychological safety plays a role as a moderator.

### **Research Questions**

Research aims to answer the following questions

- What is the positive impact of family responsibilities and motivations on turnover intentions?
- What impact does organisational commitment have as a mediator

## *Qualitative Research Review Letter*

explaining the relationship between family responsibilities, motivation, and turnover intentions?

- What is the impact of psychological safety as a moderator on the relationship between family responsibilities and organisational commitment?

### **Literature Review**

Retention of valuable employees is a priority for Human resource professionals and organisations (PricewaterhouseCoopers, 2004; Buckingham & Vosburgh, 2001). Understanding of turnover intentions to address retention of valuable employees has been addressed by many studies (Hom et al. 2012; Khattak & Ahmad, 2018).

### **Conceptualizing of Variables and Assessing their Relationship**

#### **Turnover intentions**

Turnover intentions are termed as plans or thoughts of an individual for quitting his or her work or organisation (Ahmed et al., 2020; Meyer et al., 1993). In simple words, we may say if someone is thinking of leaving the organization, these thoughts are called turnover intentions

#### **Family Responsibilities**

Family Responsibilities are the obligation for an individual to care for others who are formally or informally sanctioned as family members (Boyar et al., 2003).

#### **Psychological Safety**

Psychological safety is an individual's perception about the aftereffects of interpersonal risks in his or her organization or workplace (Edmondson, 2002).

#### **Organisational Commitment**

Attachment of an employee with his/her organisation, including the belief in the organisation's goals and vision, further exerting efforts for achieving them and a strong desire to remain with the organisation, is said to be organisational commitment (Glisson & Durick, 1988).

Supervisors who provide more positive than negative exchanges with

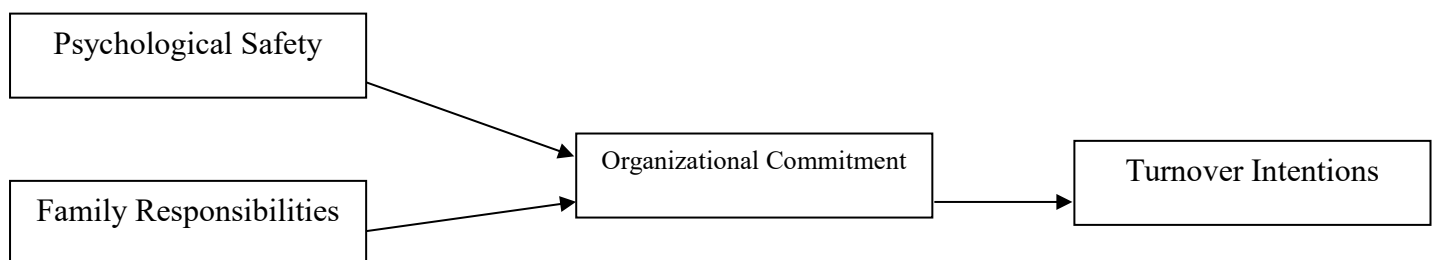
# Qualitative Research Review Letter

employees will reduce employees' turnover intentions and increase organisational commitment (Kang, Gatling & Kim, 2015). At large, research supports the negative relationship between organisational commitment and turnover intention (Arnold & Feldman, 1982; Lee & Bruvold, 2003; Joo & Park, 2010).

## Supporting Theory

Social exchange theory says that when one party provides something of significant value to the second party, it creates the obligation for the second party to reciprocate (Cropanzano & Mitchell, 2005). Social exchange theory states that goodwill gestures exhibited by one party (e.g., providing psychological safety) to the other party will promote the formation of social exchange relationships, which in return will lead to favourable outcomes (e.g., higher organisational commitment and lower turnover intentions). Social exchange theory is well suited to explain the mechanism through which supervisory family support influences outcomes which are work-related (Bagger & Li, 2011). The study proposes a conceptual model which entails lower turnover intentions in employees with higher organizational commitment, provided psychological safety is perceived by the employees through in-line leader's or senior's behavioural conduct and having higher family responsibilities.

## Proposed conceptual framework



## Hypotheses

**Hypothesis 1:** Family Responsibilities in terms of motivations is likely to have negative relationship with turnover intentions.

**Hypothesis 2:** Family Responsibilities and Organizational Commitment is likely to have positive relationship.

# *Qualitative Research Review Letter*

**Hypothesis 3:** Psychological safety moderates the relation between family responsibilities and organizational commitment further strengthening their relationship.

**Hypothesis 4:** Family responsibilities are likely to have significant negative relationship with turnover intentions through organizational commitment.

**Hypothesis 5:** Organizational commitment has negative relationship with turnover intentions.

## **Research Methodology**

A systematic plan for conducting research is called research methodology. Social scientists have developed different research methods, including quantitative, qualitative, and mixed methods. Our research will use quantitative methods.

## **Philosophical Assumptions**

Researchers use frameworks to collect, analyse, and interpret data from a particular research project. In simple words, the framework for understanding assumptions is Philosophical assumptions.

## **Ontology**

In a subject or area domain, the set of concepts and categories that show their relationship and properties is called an ontology. In this research, our ontology is “realist,” as no intuitive or behind-the-scenes thinking is involved.

## **Epistemology**

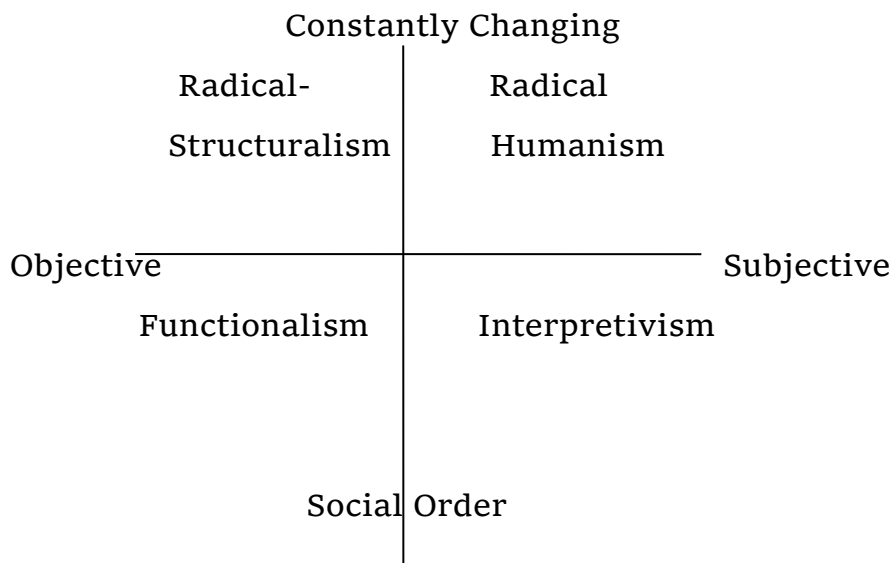
In Simple words, the best possible way to see the world is called epistemology, which refers to the methods we use to analyse or observe phenomena. In our research, our epistemology is “Objective,” which further entails that we are only looking for one solution. If there is more than one solution, epistemology is subjective. In the proposed research, we are seeking only one solution, so our epistemology is objective.

## **Paradigm**

Our design and conduct of research is shaped by our mental models or

## Qualitative Research Review Letter

frame of reference that we use to organise our reasoning and observations. These frames of reference or mental models are called paradigms.



As our ontology is “realist” and epistemology is “objective”, our paradigm is “***post-positivism***”.

### Research Strategy

The research is an empirical study in which we will collect data in numeric form, and the result is interpreted in numerical form, so the research strategy is quantitative. Data would be collected from organisations in Pakistan’s jurisdiction through a cross-sectional survey questionnaire. In this research, our target population would be employees working in IT firms and banks physically located in Pakistan.

### Sampling Frame

For this research, our sampling frame would consist of the following elements, Field workers, Office workers, technical workers, Staff, Managerial. A probability sampling technique would be used, further escalating to stratified random sampling. Data would be collected from every element of the sampling frame, especially with a focus on managers, i.e., front-line and middle-tier managers. The sample size for our research would be 250, as we have 50 items of interest in our questionnaire, and our confidence level would be 95%. We will send out



## Qualitative Research Review Letter

forms to many employees, and depending on the response rate, we will choose the best 250 questionnaires to be assessed on a convenient basis.

### Questionnaire

The questionnaire consists of demographic questions and Items of interest.

In the second half of the questionnaire, we have 50 questions, which are our items

### Instruments

For our items of interest the following is a list of authors from whom items of interest of a specific variable is adopted

1. Family Responsibilities : Grant, 2008a; Ryan & Connell, 1989
2. Psychological Safety : Geringer, Frayne, & Milliman, 2002
3. Organisational Commitment : Allen, N. and Meyer, J. ,1990
4. Turnover Intentions : G. Roodt, 2004

These items of interest for the questionnaire are adopted based on the research essence. The conceptual model of the proposed research is kept in mind while compiling the research questionnaire.

### Data Collection and Analysis

Data would be collected through a questionnaire circulated in hard copies, soft copies, and the Internet, depending on convenience and time limitations. Descriptive statistics analysis would be used to calculate the mean, standard deviation, and range. Inferential statistics, such as correlation and regression analysis, would be used to see the relationship among variables.

### Analysis

**Table 1: Descriptive Statistics**

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Family Responsibilities	250	4.09	2.01	1.00	7.00
Organizational	250	5.04	1.15	3.02	6.99

## Qualitative Research Review Letter

Variable	N	Mean	Std. Deviation	Minimum	Maximum
Commitment					
Turnover Intentions	250	3.00	1.14	1.01	4.98
Psychological Safety	250	5.07	1.09	3.01	6.99

### Interpretation of Table 1

This table provides an overview of the central tendencies and dispersion of the key variables used in the study. The average score for Family Responsibilities was 4.09, suggesting that employees moderately perceive obligations to care for family members. Organizational Commitment and Psychological Safety both show higher mean values (5.04 and 5.07 respectively), indicating a generally favorable perception among respondents. Turnover Intentions had a mean of 3.00, reflecting a moderate inclination among employees to consider leaving their jobs. The standard deviations across variables indicate reasonable variation in responses, with Family Responsibilities showing more variability, which could be attributed to differences in individual familial contexts.

### Table 2: Reliability Analysis (Cronbach's Alpha)

Variable	Cronbach's Alpha
Family Responsibilities	0.87
Organizational Commitment	0.89
Turnover Intentions	0.82
Psychological Safety	0.88

### Interpretation of Table 2

Cronbach's Alpha values for all four scales indicate strong internal consistency. Each value is above the acceptable threshold of 0.70, with Organizational Commitment showing the highest reliability ( $\alpha = 0.89$ ), followed closely by Psychological Safety ( $\alpha = 0.88$ ) and Family Responsibilities ( $\alpha = 0.87$ ). This means the items within each scale

## Qualitative Research Review Letter

consistently measure the intended construct, making the data reliable and appropriate for further analysis. These results ensure the credibility of any inferences drawn from these variables in regression or correlation analyses.

**Table 3: Correlation Matrix**

Variable	1	2	3	4
1. Family Responsibilities	1	0.30**	-0.25**	0.20**
2. Organizational Commitment	0.30**	1	-0.35**	0.28**
3. Turnover Intentions	-0.25**	-0.35**	1	-0.15*
4. Psychological Safety	0.20**	0.28**	-0.15*	1

**Note:** \* $p < .05$ , \*\* $p < .01$

### Interpretation of Table 3

This table displays Pearson correlation coefficients between all study variables. A positive correlation ( $r = 0.30$ ,  $p < .01$ ) exists between Family Responsibilities and Organizational Commitment, suggesting that individuals with higher family obligations tend to exhibit stronger commitment to their organizations. Turnover Intentions negatively correlate with both Family Responsibilities ( $r = -0.25$ ,  $p < .01$ ) and Organizational Commitment ( $r = -0.35$ ,  $p < .01$ ), supporting the hypothesis that committed employees and those driven by family motivations are less likely to consider leaving. Additionally, Psychological Safety is positively related to Organizational Commitment ( $r = 0.28$ ,  $p < .01$ ) and negatively related to Turnover Intentions ( $r = -0.15$ ,  $p < .05$ ), indicating its importance as a moderating factor in the model.

## Qualitative Research Review Letter

**Table 4: Regression Analysis (Mediation and Moderation Effects)**

**a) Direct and Mediated Effects (Simple and Mediation Regression)**

Predictor	Outcome	$\beta$ (Standardized)	t- value	p- value
Family Responsibilities	Turnover Intentions	-0.25	-3.15	0.002
Family Responsibilities	Organizational Commitment	0.30	4.12	0.000
Organizational Commitment	Turnover Intentions	-0.35	-5.12	0.000

**b) Moderation Effect**

Interaction Term	Outcome	$\beta$ (Standardized)	t- value	p- value
Family Responsibilities × Psychological Safety	Organizational Commitment	0.20	2.90	0.004

**Interpretation of Table 4:**

The regression analysis validates the core hypotheses of the study. Firstly, Family Responsibilities have a significant **negative effect on Turnover Intentions** ( $\beta = -0.25$ ,  $p < .01$ ), indicating that employees with greater family obligations are less likely to leave their jobs. Secondly, Family Responsibilities positively influence Organizational Commitment ( $\beta = 0.30$ ,  $p < .001$ ), implying that such responsibilities may strengthen employees' emotional and moral attachment to their workplace. Thirdly, Organizational Commitment is significantly and negatively associated with Turnover Intentions ( $\beta = -0.35$ ,  $p < .001$ ), confirming its role as a **mediator** between family motivation and the intention to leave.

Moreover, the moderation analysis reveals a significant interaction between Family Responsibilities and Psychological Safety ( $\beta = 0.20$ ,  $p < .01$ ), suggesting that when employees feel psychologically safe in the workplace, the positive relationship between family responsibilities and

## *Qualitative Research Review Letter*

organizational commitment becomes even stronger. This highlights the critical role of workplace climate in shaping how personal motivations translate into organizational outcomes.

### **Discussion**

With this research, we contribute to extant research by examining the effect of family responsibilities motivation through organisational commitment on turnover intentions, as well as the factor of psychological safety, which played a moderating role between the relationship of family responsibilities and organisational commitment. When the beneficiary is the family, employees may feel that their spouses and children are dependent only on them, experiencing the feeling of personal responsibility that is known to motivate effort (Morrison & Phelps, 1999; Pearce & Gregersen, 1991; Weiner, 1985). Family provides a powerful source of motivation which can boost favorable outcomes for organizations (Menges et al, 2014).

Employees are likely to care more about assisting their family members than other groups of beneficiaries by the sheer nature of kinship (Burnstein et al., 1994). Research has established that kinship is a powerful driver of emotional closeness (Korchmaros & Kenny, 2001), which in turn influences the degree to which employees expend effort on behalf of a beneficiary (Grant, Campbell, Chen, Cottone, Lapedis, & Lee, 2007).when the family is the beneficiary, the nature of pro-social motivation is likely to be especially powerful because employees can directly see the consequences of their work for their families. This awareness of impact is one of the driving forces behind the desire to expend effort to benefit others (Grant, 2008b, 2012; Grant et al., 2007). Research has established that family is a central source of meaning in life (Ryff, 1989; Ryff & Singer, 1998), and that it is a universal value prized by the majority of people in the majority of the world's cultures (Pew Research Center, 2010; Schwartz, 1994; Schwartz & Bilsky, 1987; Schwartz et al., 2012; World Values Survey, 2010-2014) Family

## *Qualitative Research Review Letter*

responsibilities motivation is a intense source of positive motivation for employees of organization and our research results provide empirical support for these theoretical predictions.

Our research entails negative relationship between family responsibilities in terms of motivation and turnover intentions indicates that employees having more responsibilities are likely to have low turnover intentions, has implications for how employees feel about their job as if employee is able to provide for his family responsibilities his turnover intention (McNall et al, 2009) would be at low. Turnover intentions are negatively linked with family responsibilities motivations. Our research shows If employees are treated good by their seniors for example supervisors they tend to have mental, social and emotional attachment with organization which ignite them to exert efforts in pursuit of attaining organizational goals Organizational commitment is one aspect of our studies dimension which is of great deal of importance as it explains the relationship between family responsibilities and turnover intensions. The results also reveal that the positive effect of family responsibilities on organizational commitment is influenced by psychological safety Supervisors that provide more positive than negative exchanges with employees will not only reduce employee's turnover intentions but will also increase organizational commitment (Kang et al., 2015).

Our research shows negative relationship between organizational commitment and turnover intentions as employees possess emotional, social and mental attachment with organization obviously it is evident through our research that it will decrease the amount of turnover intentions of employees. Thus, the organizational commitment is crucial in explaining the relationship between family responsibilities and turnover intentions. Extant research supports the negative relationship between organizational commitment and turnover intention (Arnold & Feldman, 1982; Lee & Bruvold, 2003; Joo & Park, 2010).

## *Qualitative Research Review Letter*

Our research entails higher levels of family responsibilities increases the cost of switching job so the propensity to switch job is decreased which is indeed a predicament of decreased turnover intentions. In addition, the ability to devise effective pathways to reach goals in the presence of adverse family conditions may generate positive feelings of fulfillment in employees (Ryan & Deci, 2000),

Social exchange theory is also affirmed by our research. Social exchange theory contends that there are certain rules of exchange (i.e. repayment rules) both employees and their employers should adhere to (Cropanzano & Mitchell, 2005). When employees are treated with positive gestures and support, they pay back the employer, as social exchange theory predicts, which is further affirmed by our research.

Overall, this more complete understanding of the consequences of family responsibilities and motivations for positive outcomes, such as enhanced organisational commitment and reduced turnover intentions. The role of psychological safety as an influencer between family responsibilities, motivation, and organisational commitment is better understood.

### **Conclusion**

We have contributed to family responsibilities in terms of positive motivation and turnover intentions research by assessing the effect of family responsibilities on turnover intentions through organization commitment where psychological safety as played its role as a moderator. The psychological safety that employees perceive while taking interpersonal risks at the organisation, the support they get from the supervisors and from the whole organisational atmosphere, would foster enhanced organizational commitment and lower turnover intentions. We also reveal that employees' commitment to the organisation is increased if their family benefits from his or her job. Research also highlighting that if employees perceive psychological safety, it affects positively on the relationship of family responsibilities, motivation, and employee

## Qualitative Research Review Letter

turnover intentions. Thus, employees who fulfil family responsibilities through the benefits they get from the organisation, their supervisors and organisational support in terms of psychological safety would entail lower turnover intentions. We hope this study would help practitioners and researchers in better understanding of family responsibilities motivations and psychological safety to enhance organizational commitment further reducing turnover intentions.

### References

- Ali, R. A., & Ahmed, A. (2015) Corporate Governance and Capital Structure: Empirical Evidence from Textile Weaving Companies of Pakistan. *South Asian Journal of Banking and Social Sciences*, 1(1), 60-73.
- Ahmed, A., Alzgoool, M. R. H., Imam, M., & Ahmed, U. (2020). Exploring the factors affecting organisational image: Implications for state-owned entities. *International Journal of Psychosocial Rehabilitation*, 24(4), 4013-4026.
- Allen, D. G., Bryant, P. C., & Vardaman, J. M. (2010). Retaining talent: Replacing misconceptions with evidence-based strategies.”*Academy of management Perspectives*”, 24(2),48-64.
- Amin, M. Khattak, A, Z & Khan, M, Z (2018). Effects of job stress on employee engagement and organizational commitment: a study on employees of emergency rescue service rescue 1122 district Peshawar. *City University Research Journal*, 8(2), 200-208.
- Babalola, M. T., Stouten, J., & Euwema, M. (2016). Frequent change and turnover intention: The moderating role of ethical leadership. “*Journal of Business Ethics*”, 134(2), 311-322.
- Bagger, J., & Li, A. (2014). How does supervisory family support influence employees’ attitudes and behaviors? A social exchange perspective.” *Journal of Management*”, 40(4), 1123-1150.
- Bass,B.M.(1998),Transformational Leadership: “*Military and Civilian Impact*”, Lawrence Erlbaum, Mahwah, Nj.



## Qualitative Research Review Letter

- Beckman, C. M., & Stanko, T. L. It Takes Three: Relational Boundary Work, Resilience, and Commitment Among Navy Couples.” *Academy of Management Journal*”, (ja).
- Buckingham, M., & Vosburgh, R. M. (2001). The 21st century human resources function: It’s the talent, stupid! “*Human Resource Planning*”, 24(4), 17-23.
- Caillier, J. G. (2016). Does satisfaction with family-friendly programs reduce turnover? A panel study conducted in US federal agencies. “*Public Personnel Management*”, 45(3), 284-307.
- Demirtas, O., & Akdogan, A. A. (2015). The effect of ethical leadership behavior on ethical climate, turnover intention, and affective commitment. “*Journal of Business Ethics*”, 130(1), 59-67.
- Edmondson, A. C. (2002). Managing the risk of learning: Psychological safety in work teams (pp. 255-275). Cambridge, MA: Division of Research, “*Harvard Business School*”.
- Ghayyur, M., & Jamal, W. (2012). Work-family conflicts: A case of employees' turnover intention. “*International Journal of Social Science and Humanity*”, 2(3), 168.
- Glebbeek, A. C., & Bax, E. H. (2004). Is high employee turnover really harmful? An empirical test using company records.” *Academy of Management Journal*”, 47, 277-286.
- Hinkin, T. R., & Tracey, J. B. (2000). The cost of turnover: Putting a price on the learning curve. Cornell “*Hotel and Restaurant Administration Quarterly*”, 41, 14 -21
- Hom, P. W., Mitchell, T. R., Lee, T. W., & Griffeth, R. W. (2012). Reviewing employee turnover: Focusing on proximal withdrawal states and an expanded criterion. “*Psychological Bulletin*”, 138, 831-858
- Huang, T. C., Lawler, J., & Lei, C. Y. (2007). The effects of quality of work life on commitment and turnover intention. “*Social Behavior and Personality: an international journal*”, 35(6), 735-750.

## Qualitative Research Review Letter

- Kang, H. J., Gatling, A., & Kim, J. (2015). The impact of supervisory support on organizational commitment, career satisfaction, and turnover intention for hospitality frontline employees. *Journal of Human Resources in Hospitality & Tourism*, 14(1), 68-89.
- Khattak, A., & Ahmad, A. (2018). Effects of Positive reinforcement on students' academic performance. *North American Academic Research*, 1(1), 220-225.
- Malik, M. S., Nawaz, M. K., & Imam, M. S. Fostering the Protégé Career Success through Traditional and Relational Mentoring Functions: A Complementary Fit Perspective. *Annals of Social Sciences and Perspective*, 4(2), 379-395.  
<https://doi.org/10.52700/assap.v4i2.320>
- Mathieu, C., Fabi, B., Lacoursière, R., & Raymond, L. (2016). The role of supervisory behavior, job satisfaction and organizational commitment on employee turnover. *Journal of Management & Organization*, 22(1), 113-129.
- Menges, J. I., Tussing, D. V., Wihler, A., & Grant, A. M. (2017). When job performance is all relative: how family motivation energizes effort and compensates for intrinsic motivation. *Academy of Management Journal*, 60(2), 695-719.
- Meyer, J. P., Allen, N. J., & Smith, C. A. (1993). Commitment to organizations and occupations: Extension and test of a three-component conceptualization. *Journal of applied psychology*, 78(4), 538.
- O'Neill, J. W., Harrison, M. M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. C. (2009). Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders. *Journal of Vocational Behavior*, 74(1), 18-29.
- O'Neill, J. W., Harrison, M. M., Cleveland, J., Almeida, D., Stawski, R., & Crouter, A. C. (2009). Work-family climate, organizational commitment, and turnover: Multilevel contagion effects of leaders.

## Qualitative Research Review Letter

*"Journal of Vocational Behavior"*, 74(1), 18-29.

PricewaterhouseCoopers (2004). Expecting sales growth, CEOs cite worker retention as critical to success, *"PricewaterhouseCoopers"*, Delaware, March 15.

Schwartz, S. H., Cieciuch, J., Vecchione, M., Davidov, E., Fischer, R., Beierlein, C., Ramos, A., Verkasalo, M., Lönnqvist, J., Demirutku, K., Dirilen-Gumus, O., & Konty, M. (2012). Refining the theory of basic individual values. *"Journal of Personality and Social Psychology"*, 103: 663-688.

Suifan, T. S., Diab, H., & Abdallah, A. B. (2017). Does organizational justice affect turnover-intention in a developing country? The mediating role of job satisfaction and organizational commitment. *"Journal of Management Development"*, 36(9), 1137-1148.

Surienty, L., Ramayah, T., Lo, M. C., & Tarmizi, A. N. (2014). Quality of work life and turnover intention: a partial least square (PLS) approach. *"Social indicators research"*, 119(1), 405-420.

Yahaya, R., & Ebrahim, F. (2016). Leadership styles and organizational commitment: literature review." *Journal of Management Development"*, 35(2), 190-216.

Shaheen, A., Nawaz, M. K., Sattar, S., & Nawaz, S. Unveiling the Nexus: How High-Performance Work Practices Influence Employee Innovative Work Behavior through the Lens of Perceived Organizational Support. *Journal of Excellence in Management Sciences*, 3(1), 85-100

# Qualitative Research Review Letter

## Appendix

### Questionnaire

#### Research Participation Form

Assalam-O- Alaikum respected Sir/Madam

I am a research student at UMT (University of Management and Technology) I would request you to participate in research by filling this form. The aim of this study is to examine the “impact of family responsibilities on Job Satisfaction”.Your precious time and valuable participation will be a great contribution towards the noble cause of knowledge creation. I ensure you that any information obtained in connection with this study, will remain highly confidential. In any written report or publication, no one will be identified and only aggregate data will be presented. Moreover, I am also bound by the researching code of ethics to keep the data safe and report the aggregate results without harming any individual’s reputation. Additional, it is also important to note that the participation is voluntary and the participant can also leave at any time, if not feeling comfortable.

**Please tick/fill with the appropriate answer:**

**1. Gender :** Male  Female

**2. Age in years:** 18-24  25-31  32-38  39-45  46 & above

**3. Job Nature: (You can tick more than one option)** Field work

Office work  Technical  Staff  Managerial

**4. Tenure with current organization:** Less than 1 year  1-5 years

5-10 years  10-15 years  15 & above

**5. Total Working Experience:** \_\_\_\_ (Years)

**6. Highest Qualification:** SSC  HSSC  Graduation  Master   
M.Phil/PhD

**7. Organization Name :** \_\_\_\_\_

**For each item of the statements below, please indicate the extent of your agreement and disagreement by ticking the appropriate box.**

## Qualitative Research Review Letter

**Scale**                      **(1) strongly disagree**    **(2) disagree**    **(3)**  
**neutral**    **(4) agree**    **(5) strongly agree**

<b>Turnover Intentions</b>					
Often i have considered leaving your job?	1	2	3	4	5
I frequently scan the news papers in search of alternative job opportunities?	1	2	3	4	5
My job is satisfying in fulfilling your personal needs?	1	2	3	4	5
Often i am frustrated when not given the opportunity at work to achieve your personal work-related goals?	1	2	3	4	5
Often my personal values at work compromised?	1	2	3	4	5
I often dream about getting another job that will better suit your personal needs?	1	2	3	4	5
I will accept another job at the same compensation are level should it be offered to you?	1	2	3	4	5
Often I look forward to another day at work?	1	2	3	4	5
I should start my your own business?	1	2	3	4	5
.        Responsibilities prevent you from quitting your job?	1	2	3	4	5
.The benefits associated with your current job prevent you from quitting your job?	1	2	3	4	5
.I am frequently emotionally agitated when arriving home after work	1	2	3	4	5
.My current job has a negative effect on my personal well-being?	1	2	3	4	5
.The “fear of the unknown”, prevent you from quitting	1	2	3	4	5
.I frequently scan the internet in search of alternative job opportunities?	1	2	3	4	5
<b>Family Responsibilities Motivational</b>					
.“I care about supporting my family	1	2	3	4	5
.“I want to help my family?	1	2	3	4	5
.        ,” “I want to have a positive impact on my family,?	1	2	3	4	5
.It is important for me to do good for my family?	1	2	3	4	5

## *Qualitative Research Review Letter*

6. "my family benefits from my job"?	1	2	3	4	5
<b>Psychological Safety</b>					
7. My supervisor sets specific goals for me to accomplish?	1	2	3	4	5
8. My supervisor emphasizes high standards of performance?	1	2	3	4	5
9. My supervisor is friendly and easy to approach?	1	2	3	4	5
10. My supervisor is eager to recognize and reward good performance?	1	2	3	4	5
11. My supervisor stresses high standards of performance for group/unit ?	1	2	3	4	5
12. My supervisor is willing to listen to my problems?	1	2	3	4	5
13. Treats me with respect?	1	2	3	4	5
14. Does not control everything, has confidence in my judgement?	1	2	3	4	5
<b>Organizational Commitment</b>					
15. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
16. I enjoy discussing my organization with people outside it.	1	2	3	4	5
17. I really feel as if this organization's problems are my own.	1	2	3	4	5
18. I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5
19. I do not feel like 'part of the family' at my organization. (R)	1	2	3	4	5
20. I do not feel 'emotionally attached' to this organization. (R)	1	2	3	4	5
21. This organization has a great deal of personal meaning for me.	1	2	3	4	5
22. I do not feel a strong sense of belonging to my organization. (R)	1	2	3	4	5
23. I would be very happy to spend the rest of my career with this organization.	1	2	3	4	5
24. I enjoy discussing my organization with people outside it.	1	2	3	4	5
25. I really feel as if this organization's problems are my own.	1	2	3	4	5
26. I think that I could easily become as attached to another organization as I am to this one. (R)	1	2	3	4	5
27. I do not feel like 'part of the family' at my organization. (R)	1	2	3	4	5

## *Qualitative Research Review Letter*

2.	I do not feel 'emotionally attached' to this organization. (R)	1	2	3	4	5
3.	This organization has a great deal of personal meaning for me.	1	2	3	4	5
4.	I do not feel a strong sense of belonging to my organization. (R)	1	2	3	4	5
5.	I am not afraid of what might happen if I quit my job without having another one lined up. (R)	1	2	3	4	5
6.	It would be very hard for me to leave my organization right now, even if I wanted to.	1	2	3	4	5
7.	Too much in my life would be disrupted if I decided I wanted to leave my organization now.	1	2	3	4	5
8.	It wouldn't be too costly for me to leave my organization now. (R)	1	2	3	4	5
9.	Right now, staying with my organization is a matter of necessity as much as desire.	1	2	3	4	5
10.	I feel that I have too few options to consider leaving this organization. (R)	1	2	3	4	5