

# Exploring The Impact of Work-Family Bi-Directional Conflict on Turnover Intention Among Chinese Cruise Crew Members: The Mediating Role of Career Identity and the Moderating Effects of Psychological Resilience and Perceived Organisational Support

Huiling Cui<sup>1</sup>, Jacqueline Tham<sup>2</sup>, Ali Khatibi<sup>3</sup>

<sup>1</sup>School of Hospitality Management, Guilin Tourism University, Guilin, 541006; Guangxi China  
Post Graduate Centre, Management & Science University, Shah Alam, 40100, Malaysia  
13977310720@163.com

<sup>2</sup>Post Graduate Centre, Management & Science University, Shah Alam, 40100, Malaysia  
jacqueline@msu.edu.my

<sup>3</sup>Post Graduate Centre, Management & Science University, Shah Alam, 40100, Malaysia  
alikh@msu.edu.my

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## **Abstract**

*The current study examines how work-family bi-directional conflict influences turnover intention in Chinese cruise crew members and how psychological resilience and perceived organisational support serve as interaction factors to mediate the effect of work-family bi-directional conflict. With a cross-sectional survey performed on 400 subjects and SmartPLS structural equation modelling, family-to-work conflict directly drives the turnover intention, and work-to-family conflict impacts the turnover indirectly via career identity. Both types of conflict are greatly moderated by psychological resilience and organisational support, although in different ways. The results contribute to the Conservation of Resources theory and Job Demands-Resources model being applicable to the cruise industry and provide useful information on specific HR interventions. The paper reveals the gap between effective conflict-specific retention methods in maritime hospitality.*

**Keywords:** *Work-to-family conflict, family-to-work conflict, career identity, psychological resilience, organisational support, and turnover intention.*

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## **1. INTRODUCTION**

The cruise industry has grown to become an important instrument of tourism and the maritime-based Chinese economy within the last ten years. The markets expanded so fast and the demand of international leisure travellers, which rose, made cruises experience a tremendous expansion in the industry and the hiring of thousands of Chinese crew members (Xie, Qian, & Wang 2021). Such employees are usually in a variety of positions, such as hospitality services to technical operations and need to maintain high professionalism levels in a challenging and culturally diverse work setting (Chen et al., 2024). As much as there are career opportunities in the cruise industry, intensive working conditions, long trips with no days off, causing lengthy separation, non-standardised working schedules, and regular encounters with passengers from different cultures define the industry. These special circumstances, as related to occupations, lead to significant psychological and social strain to the employees, especially with regard to balancing work and family life.

The increasing turnover rate of the Chinese members of the cruise staff can be added to the list of the most urgent problems in this situation (Li, Zhang & Tong, 2020). High turnover not only raises the cost of recruitment and training of the cruise operators but also affects the service quality and efficiency of operations, as well as organisational stability (Chen et al., 2024). There are several issues linked to turnover intention, and work-family conflict has been found to be the focal problem. Work-family conflict (WFC) is a situation where work life intrudes on family functions and family-to-work conflict (FWC) arises when the family life intrudes on work (Lee, Gan, & Chia, 2023; Bajaba, Azim, & Uddin, 2022). This conflict is bi-directional and thus presents a complex issue to the cruise crew members who are

stressed by the scheduling of work patterns, physical separation from home and the influence of the unanticipated needs of work.

Work-family conflict that occurs in both directions is specifically applicable to the cruise industry, since workers in this field spend months off the land without being able to be with their families and social support networks (Wang et al., 2024; Yucel, Şirin, & Baş, 2023). Work-to-family conflict in these settings might therefore reveal itself in terms of family events being missed, people not being included in the domestic decision-making process, and, the incapacity to pay family needs when emergencies strike. On the other hand, family-to-work conflict represents a situation where employees cannot focus on work tasks due to worries about their families, financial issues, or still-unresolved personal problems, which also compromise their performance (Chai & Schieman, 2022; Tran et al. 2025). The two sides of conflict have been all always associated with poor work results which include emotional exhaustion and low job satisfaction as well as high intentions to quit the organisation.

In this complicated interplay, career identity is significant. Career identity is a concept that is used to depict the extent to which one derives identity through his/her profession which he internalises and deriving identity through it. A sense of a strong career identity may help maritime and cruises employees feel important and empowered in all this, and this aspect will enable them to draw a better balance in meeting their professional work requirements and distance required by the family (Lee & Lee, 2024). On the other hand, a poor or divided identity of career might come in to compound the adverse repercussions of work family conflict culminating into lack of engagement and increased chances of turnover (Dong et al., 2022). It is necessary therefore to explore the career identity as a mediating factor in efforts to elaborate on how the occurrence of work-family conflict translates into turnover intention.

Also, turnover intention may be mediated by personal and organisational resources on the impact of work-family conflict. Mental strength or resilience, which is the ability to respond effectively and positively to a difficult situation, is a personal respite towards the stress of living a long life of work responsibilities at maritime (Van Der Meer et al., 2018). The resilient employees are in a superior position to withstand demands on their emotions, meet some performance requirements during emotionally sensitive periods, and inhibit the work-family conflict development of turnover intent. In the same fashion, the role of perceived organisational support (POS) is crucial as a moderator. Employees would be more willing to stay committed even under situations of work-family conflict, provided they have a feeling that their organisation appreciates their contributions and is concerned with their well-being (Wen et al., 2023). POS may be reflected in the form of good policies, appreciation, career growth opportunities, and other forms of practical support that address the individual needs of the cruise crew member.

Although the level of work-family conflict and turnover intention has already been discussed by the scientific community in other spheres (Bajaba, Azim, & Uddin, 2022; Van Der Meer et al., 2018; Wen et al., 2023), there is a lack of research related to the cruise industry and China in particular. Also, there is less literature that combines the mediating effect of a career identity and the moderating effect of both psychological resilience and organisational support in one framework. The need to fill this gap can help establish specific human resource policies that will improve employee retention in the cruise business.

It is on this backdrop that the current study aims to investigate the effects of work and family bi-directional conflict on turnover intention among the Chinese crew members serving on cruises. Precisely, it evaluates the role of career identity on the association between work-family conflict and turnover intention as well as whether psychological resilience and perceived organisational support moderate the association (Yang et al., 2023). As a response to such an integrated approach, the research study will be able to produce insights that are not only theoretically substantive but also practically applicable to the cruise industry.

In this regard; the present study has a theoretical value as it expands the Conservation of Resources (COR) Theory and the Job Demands-Resources (JD-R) Model to the cruise industry consequently, providing new information on the relationship between the resources that a person and an organisation have to offer and job demands in one of the most unique occupational environments ever identified. In practical terms, the results should be used to create retention solutions, resilience training activities and support systems that are specific to the cruise industry. This study could be a significant source of contribution to the well-being of employees, organisational performance and sustainable development of

the cruise industry in China, based on the fact that it will focus on the improvement and well-being of individuals in the organisational setting and organisational work-family conflict.

### **Research aim and objectives**

This study seeks to examine how work-family bi-directional conflict affects the turnover intention of Chinese cruise crew members with a specific focus on whether career identity mediates and how psychological resilience and perceived organisational support has moderating effects.

### **Research Objectives**

1. To evaluate the relationship between work-to-family conflicts (WFC) and turnover intention among the Chinese cruise crew members.
2. To evaluate the relationship between family-to-work conflicts (FWC) and the turnover intention among the Chinese cruise crew members.
3. To explore the mediating role of career identity in the relationship between WFC and turnover intention.
4. To determine how psychological resilience moderates the effect of work-family conflict on turn-over intention.
5. To investigate the moderating effect of the perceived organisational support on the relationship between turnover intention and work conflict.

### **Research Questions**

1. What is the impact of work-to-family conflict on turnover intention among Chinese cruise crew-members?
2. What impact does family-to-work conflict have on turnover intention among the Chinese cruises crew members?
3. Is there an interaction between career identity and the explanation of the relationship between work-family conflict and turnover intention?
4. Does the relationship between work-to-family conflict and turnover intention play a moderating role if psychological resilience is affected?
5. Does work-family conflict relate to turnover intention with the influence of the perceived organisational support?

## **2. LITERATURE REVIEW**

### **2.1 Factors affecting turnover intention**

The work-to-family conflict, which is the intrusion of work into personal and family obligations, has been linked with the decision by employees to leave their organisations long time. Yucel, Şirin, & Baş (2023) have established that stress and dissatisfaction increase as employees feel that their work demands are continuously interfering with their family time, which ends up causing an increase in turnover intention. This relationship can be attributed to the role theory, which implies that mutually exclusive resource drain will lead to accumulation of strain and hence the exit of any given organisation is the best pertinent response. But there are those scholars who feel that not every work-family conflict can be conceptualised as turnover intention, particularly when the employee has meaning in their working tasks or strong support networks to guide them through both spheres (Fiaz & Qureshi, 2021; Chen et al., 2023). This counterargument implies that the influence of such conflict can be affected by individual coping ability and organisational ethos. However, most of the empirical documentation in this literature favoured the argument that work-to-family conflict enhances psychological strain and disengagement, which further leads to elevated turnover intention in most organisational realms. Therefore, it can be hypothesised that- H1: There is a positive relationship between work-to-family conflict and turnover intention.

Family-to-work conflict is a situation that is created when personal or family responsibilities overflow and affect professional responsibilities, thus imposing strain to performance in addition to job dissatisfaction. This conflict significantly relates to absenteeism, worse job performance and finally high turnover intention (Yan et al., 2025; Sarwar et al., 2021). This has commonly been linked to the assumption that family demands are incompatible with expectations at work, hence may prompt employees to find a job that is more flexible or less demanding. On the other hand, other studies indicate that high family requirements of an employee do not mean an individual would want to move on as long as he feels

accommodated and supported by his employer, a factor that can balance the stresses linked with the conflict (Belwal, Belwal, & AlHashemi, 2024; Yucel, Şirin, & Baş, 2023). This opposing position points out to the fact that the relationship intensity might differ according to the working conditions and available resources. However, family-to-work conflict can be an important motivator of turnover intention in cases when employers are not flexible or do not show understanding of family needs. Therefore, it can be hypothesised that- H2: There is a positive relationship between family-to-work conflict and turnover intention.

The extent to which the self-concept of an individual is associated with his or her job is referred to as career identity and it can serve as an intermediary in the association between work-to-family conflict and turnover intention. It has been argued in literature that in case of high work-to-family conflict, employees develop weak career identity and thus tend to become alienated from their professional identity and more prone to quit (Mehmood, Husin, & Aziz, 2023; Gong et al., 2023). Psychologically, unresolved job pressure and family conflicts may wear down the in-built values and meaning that workers may have in relation to their jobs. However, it has been shown that in other situations, intense career identity can be used to offset the adverse impact of this conflict since people have a high tolerance to strain, especially with a career perspective (Yang et al., 2023). The complexity implies that the mediating effect could indeed be different according to the strength of career identity of a person. On the whole, the existing findings contribute to the premise that career identity is usually one of the channels through which the working-family conflict is converted into turnover intention, when the latter is enacted in situations where conflict is perceived to deteriorate professional self-concept. Thus, it can be hypothesised that- H3: Career identity mediates between the aspects of work-to-family conflict with turnover intention.

The family-to-work conflict can compromise the career identity of an individual because it leads to constant shifting and emotional stress, which erodes the individual's association with his job. Research has revealed that employees who develop a feeling that family requirements are always affecting their performance at the workplace tend to re-evaluate their professional priorities and tend to be less enthusiastic about their occupation (Kadir et al., 2024; Gong et al., 2023). The lesser feeling of identity with the career itself may, in turn, make quitting the organisation more probable. Contrarily, there are signs that high career identity can be preserved even with a high level of family-to-work conflict, particularly when individuals feel that their jobs are important to their self-definition and satisfaction in life (Hasanah & Bagis, 2024; Lee & Lee, 2024). These results indicate a difference in the mediating effect on the basis of individual values and career dreams. However, it is still believed that the damaged career identity is an important psychological mediator of the relationship between the family-to-work conflict and turnover intention. Thus, it can be hypothesised that- H4: Career identity mediates the connection between family-to-work conflict and turnover intention.

The ability to deal with and extract positive reactions to work-to-family conflict may rely in part on psychological resilience, the capacity to accommodate and rebound following bad effects. Empirically, it has been shown that high resilience has the capability of enabling individuals to deal with stressors and not permit them to affect their turnover intentions significantly (Li et al., 2022; Wen et al., 2023). In this sense, the variable of resilience is a protective mediator in that it lessens the direct connection between conflict and intention to quit. Nevertheless, certain researchers assert that resilience might not fully counter the negative combination of the strain attributable to continuing struggle between work and family, that in the long run, even those who are resilient might wonder about quitting when consistent pressure becomes uncontrollable (Yucel, Şirin, & Baş, 2023; Hu et al., 2025). This outlines where resilience can only act as a buffer. Even with these caveats, the majority view in research has been that work-to-family conflict can have a significant negative impact on turnover intention, which in turn can be mitigated by the presence of resilience. Thus, it can be hypothesised that- H5: Psychological resilience mediates between work-to-family conflict and turnover intention in that the relationship is weak at higher levels of resilience.

The family-to-work conflict has the potential to devastate job satisfaction and augment the intention to turnover, yet psychological resilience may ameliorate this impact. Strong focus of individuals is known to resort to adaptive coping mechanisms in order to deal with spill over of family issues into the workplace, an aspect that helps such individuals in retaining performance at work and minimizing the thought of

quitting (Chai & Schieman, 2022; Dönmez et al., 2024). This can mean that, through resilience, an individual can also be a useful resource in reducing the effects of stress. However, those who oppose this notion argue that resilience is not boundless and that extended or severe family-to-work conflict will eventually drain even robust coping resources, resulting in attrition (Lee, Gan, & Chia, 2023; Wen et al., 2023). The contradiction between these modes highlights the fact that resilience can only cushion and not annul the conflict-turnover intention association. In general, studies endorse the buffering effect of resilience, especially on the adverse work consequences of the family-to-work conflict. Thus, it can be hypothesized that- H6: Psychological resilience interacts with the relationship between the family-to-work conflict and turnover intention such that the impact on the relationship is weaker when the level of resilience is high.

Perceived organisational support, the feeling of the employees that their employer recognizes the importance of their work and their well-being has been shown to curtail the influence of work-to-family conflict on whether or not they are likely to leave an organisation. It is evidenced that in cases where employees feel supported either due to the flexible scheduling, family-friendly policies or sensible supervisors, the work-to-family conflict has a significantly lower effect on their desire to leave the company (Bajaba, Azim, & Uddin, 2022; Wang et al., 2024). The reason is that, the personal resources can be restored by organisational support and the feeling of loyalty, which overcomes stressful role conflict, can be developed. Nonetheless, certain studies state that organisational support might not completely annul the adverse impacts when the dispute is fierce and long-standing, especially in the industries involving stressful situations (Yucel, Şirin, & Baş, 2023; Fiaz & Qureshi, 2021). This implies that though support will make the relationship less vulnerable, its impact has more of practical boundaries. All in all, the notion that high perceived organisational support moderates the connection between work-to-family conflict and turnover intention has been mostly proven with empirical evidence. Thus, it can be hypothesized that- H7: The relationship between work to family conflict and turnover intention is moderated by organisational support such that; the relationship is attenuated in the case of high organisational support.

In cases where family-to-work conflict intrudes into the performance of the job, employees usually develop stress, which may amplify their intention to quit the organisation. Nevertheless, this relationship can be undermined by strong perceived organisational support, which may lead to an understanding and provision of support in the form of a leave arrangement, a flexible travelling schedule, or providing counselling assistance (Chen et al., 2023). These practices are indicators of the importance of family responsibilities being held by employees, and this may enhance commitment and limit attrition motives. On the other hand, a strong and constant family-to-work conflict situation could render even high levels of support not totally able to prevent attrition, since workers can still pursue more acceptable work-life integrations (Dong et al., 2022; Yucel, Şirin, & Baş, 2023). This implies that the moderating role of support might be different with regard to conflicts and nature of the work. However, the current research finding supports the view that organisational support goes a long way in reducing the negative career consequences of family-to-work conflict. Thus, it can be hypothesised that- H8: Perceived organisational support moderates the relationship between family-to-work conflict and turnover intention, where; the relationship is weaker when the levels of organisational support increase.

## **2.2 Theoretical Framework**

As indicated by the Conservation of Resources (COR) Theory offered by Hobfoll (1989), the relationship between work-to-family conflict (WFC) and family-to-work conflict (FWC) and turnover intention is a mixture of several lenses of approaches. According to this theory, people aim to achieve, maintain, and preserve the resources of value as time, energy, emotional stability and social support, which stress sets in when these resources are at stake, drained, or fail to get adequate replacement (Asadullah et al., 2024). WFC and FWC may thus be regarded as a resource-consuming process in the context of this research. As an illustration, the medical worker with excessive work can spend a great amount of time and emotional resources in the workplace and no longer has enough energy to support the family, thus forming the WFC. Such rinsing may induce stress and discontent, which COR theory suggests increases the chances of withdrawal tendencies like turnover intention (Sarwar et al., 2023). On the other hand, when people are well endowed with resource reservoirs, such as supportive managers, manipulative schedules, or

resilience, they can counterbalance the adverse effects of these conflicts and remain engaged despite the conflicting demands. The depletion processes resulting in turnover and the possible protective effect of mediators such as career identity and moderators such as perceived organisational support and psychological resilience, are also satisfied with COR theory, as it is the key in this research.

In complement, the Job Demands-Resources (JD-R) Model offers another crucial insight by differentiating between the job demands, such as physical, psychological, social or organisational components of a job placing demands on a person that need intensive effort, and the job resources serving to attain both the work objectives and the diminishing demands and further improvements (Koroglu&Ozmen, 2022). The sources of WFC and FWC in this model were the demands of certain jobs, which can cause burnout, whereas career identity, resilience, and organisational support play a pivotal role in the notable job resources that can mitigate the negative outcomes. As an example, an employee who has a high family-work conflict may not be able to concentrate at work since she/he conceal other family-related responsibilities (Sarwar et al., 2023). Such demands may become a cause of burnout and disengagement, leading ultimately to turnover intent without access to sufficient resources. Nonetheless, they can be compensated by powerful job resources (mentoring program, employee assistance program, and any system of recognition, etc.). On the one hand, it helps improve motivation and emotional satisfaction. The JD-R model has been a convenience to this research since it offers a systematic picture of the interaction between demands and resources that offers a platform through which specific interventions to curb the level of turnover in a complicated environment can be identified.

The JD-R model combined with COR theory is a combination that enhances the conceptual foundation of the study, explaining it in a two-fold sense. The COR theory does distinguish the depletion and build-up of resources as time progresses and the dynamic mechanism through which a conflict in turnover intention is mediated whereas the JD-R model is a more practical and competitive explanation of how specific demands, as well as resources, interact within the workplace: which after all is a much more instantaneous model of action and reaction (Asadullah et al., 2024; Koroglu&Ozmen, 2022). Practically, these theories emphasize that there is need to not only ensure that one limits unnecessary demands to their employees including imposing too much work, tight schedules or hostile cultures and on the other hand ensure that one has maximized resources to facilitate this by way of ensuring adequate training, career development opportunities and in some cases the presence of emotional support mechanisms. As an example, instituting flexibility in the work schedules of employees in a corporate environment can have a direct effect of decreasing WFC, whereas investing in an organisation on leadership development can result in increasing perceived organisational support, and thus indirectly reducing turnover intention. In integrating these theoretical views, not only does this research give a reasoning on how WFC and FWC can undermine employee retention, but it also offers practical guidelines to the organisations on how they can tactfully apply their resources to nullify such struggles. This complementarity of COR theory and JD-R model makes the study practical and aspirational at the same time, since the workings of previous psychological and organisational principles are concretised, and at the same time, they provide workable directional guidelines in advancing employee well-being and organisational stability.

### 2.3 Research Framework

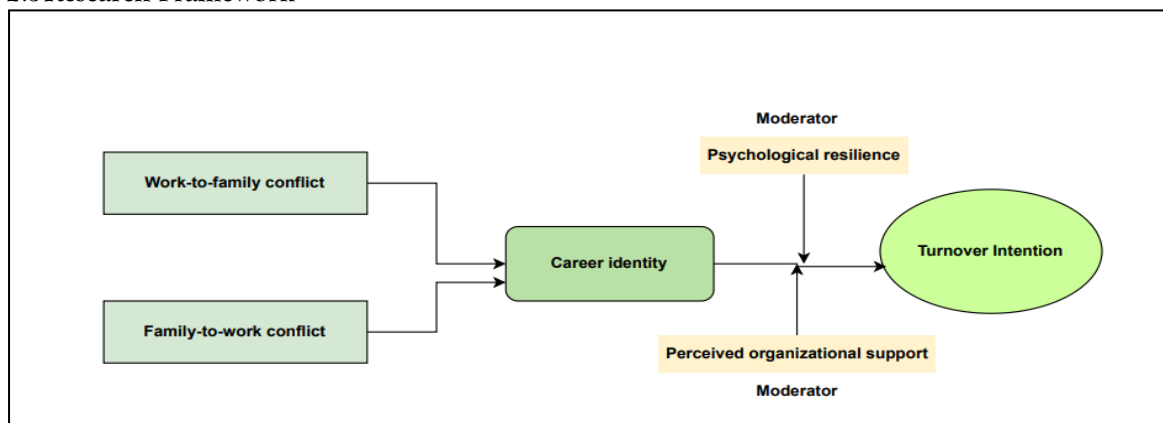


Figure 1: Conceptual framework

(Source: Developed by author)

### 3. METHODOLOGY

#### 3.1 Research Design

The study uses a quantitative and cross-sectional research method to study how work-family bi-directional conflict affects turnover intention in the Chinese members of cruise crews. The design is suitable since it can be used to test the relations among measure variables at a specific time period and mediation and moderation effects can be tested statistically (Lim, 2024). This particular study concentrates on the two scales that are related to the dimensions of work-family conflict (namely, work-to-family conflict and family-to-work conflict) and investigates both mediational variables of career identity, as well as moderating variables, such as psychological resilience and perceived organisational support. Such a design helps test whether complex interrelationships exist between the variables and enables a snapshot of the prevalent situation of the current occupational environment in the cruise industry, which can be done using advanced statistical modelling.

#### 3.2 Sample and Sampling Technique

The population of this study could be the Chinese employees of cruise liners that have already been hired on the domestic or international cruise lines here in China or abroad. Since the operation requirements and schedules of cruise crew members are considered unique, a non-probability method of sampling is taken. In particular, purposive sampling and snowball sampling will be used. With purposive sampling, one can be certain that only the respondents who fit the inclusion criteria are sampled (Campbell et al. 2020). This is being employed as active cruise crew members now, with over six months experience in the field. It is going to expand the scope using snowball sampling emotionally taking advantage of the network of the participants to determine more qualified respondents within the cruise industry.

The research survey that is being conducted now has received effective responses as a result of the initial stage of data collection. The sample size in this research is 400 Chinese crew members and people involved in maritime industry. The statistical outcome and structural equation modelling (SEM) findings can be strong enough with this sample size of 400 (Rožman et al. 2020). The sample size conforms to SEM recommendations, in general, asking that at least 400 cases are necessary to gain any sensible parameter estimates and sufficient model fitting statistics is attained.

#### 3.3 Instruments and Measures

The measures of the variables will measure all variables using scales that have established reliability and validity so as to capture content validity and allow comparisons to previous studies, as shown in Table 1. The answers are to be logged on a five-point Likert scale of 1 (“Strongly disagree”) to 5 (“Strongly agree”).

Variable Type	Variable Name		Measurement Tool/Scale	Sources
Independent Variable	Work-to-Family (WFC)	Conflict	9-items scale	Erdamar&Demirel, (2014)
Independent Variable	Family-to-Work (FWC)	Conflict	11-items scale	Erdamar&Demirel, (2014)
Dependent Variable	Turnover Intention		6-items scale	Chen et al., (2023)
Mediating Variable	Career Identity		10-items scale	Lee & Lee, (2024)
Moderating Variable	Psychological Resilience		10-items scale	Van Der Meer et al., (2018)

Moderating Variable      Perceived Support      Organisational Support      7-items scale      Yucel, Şirin, &Baş, (2023)

**Table 1: Measurement scale**

(Source: Developed by author)

**3.4 Data Collection Procedure**

The sources of data collection will be a self-administered survey, which will be done through the online platform, as well as maritime academies and training institutions in China through WJX. In the case of the online distribution, the survey links will be posted on professional maritime forums, social media (for example, WeChat), and through direct email invitations. To access offline options, assistance will be sought with the maritime academies to access the active crew members during training courses or shore leaves.

Each participant will do so voluntarily, and the survey will be preceded by written informed consent. These participants will be guaranteed that information will remain confidential, and will be identified anonymously. No information that can be used to identify him/her will be gathered. The research will have approval from the human subjects research ethics regulations and the consideration of the relevant ethics panel in the institution for the research.

**3.5 Data Analysis**

A multi-stage approach will be used in carrying out the data analysis, with SPSS being used in the preliminary procedures and SmartPLS in structural equation modelling (SEM). First, the data will run through desirable screens, such as missing data, outliers, and the normal distribution, whereby descriptive statistics (mean, standard deviations, skew, and kurtosis) will be calculated on all the variables. To determine reliability, Cronbach’s alpha will be calculated with the minimum figure of 0.70 accepted as good, whereas convergent and discriminant validity will be verified by conducting confirmatory factor analysis (CFA), and the model fit metric is  $\chi^2/df$ , CFI, TLI, RMSEA, and SRMR (Sun et al., 2025). Thereafter, the structure will be subjected to testing, and the direct effects of the work-to-family conflict (WFC) and family-to-work conflict (FWC) on turnover intention will be considered, along with the mediation effect of career identity and the moderation effect of the psychological resilience and perceived organisational support by SmartPLS. Moreover, the moderated mediation will also be examined to determine whether the mediation effect of career identity will differ based on different levels of the moderators or not. SEM based approach helps test several relations between latent variables concurrently (Dash & Paul, 2021), and thus provides a holistic view about the dynamic relationship among work-family conflict, career identity, resilience, organisational support and turnover intention.

**4. RESULTS**

This chapter will help to delve with the statistical analysis of the responses collected through the questionnaire survey. The statistical analysis can help to further discuss the results with proper interpretation and descriptions.

**4.1 Descriptive Statistics**

	Category	Frequency	Percentage
Gender	Female	211	52.8
	Male	189	47.3
Age	20 – 30 years old	107	26.8
	31 – 40 years old	104	26.0
	41 – 50 years old	103	25.8
	51 years old and above	86	21.5
Race	China	136	34.0
	Malaysia	121	30.3
	Singapore	143	35.8
Education Level	Degree	103	25.8

	Diploma and below	107	26.8
	Masters & PhD	105	26.3
	Others	85	21.3
Monthly income	\$12,001 – \$15,000	69	17.3
	\$15,001 – \$20,000	70	17.5
	\$5,001 – \$8,000	67	16.8
	\$8,001 – \$12,000	71	17.8
	Less than \$5,000	69	17.3
	More than \$20,000	54	13.5
	Position in cruise department	Captain	81
Crew member		81	20.3
Front desk		65	16.3
Manager		87	21.8
Staff members		86	21.5
Tenure	1-3 years	139	34.8
	4-6 years	140	35.0
	More than 6 years	121	30.3

**Table 2: Descriptive statistics**

(Source: SPSS)

As shown in Table 2, there are slightly more females (52.8%) than males (47.3%) in the sample. The age ranges are relatively balanced with the single largest group aged 20-30 years (26.8% of the sample). Most respondents come from Singapore (35.8%), with the next largest groups coming from China (34.0%) and Malaysia (30.3%). Education levels are also fairly evenly distributed among Degree (25.8%), Diploma/below (26.8%) and Master's/PhD (26.3%). Monthly incomes varied between \$5,001 and \$20,000 for most respondents, while 13.5% made more than \$20,000 a month. Positions range across managers (21.8%), staff (21.5%), and captains/crew (20.3% each). Tenure is stable across the job position, with 1-3 years (34.8%) and 4-6 years in employment (35.0%) being the most frequent groups, with over 6 years tenure at 30.3%.

#### 4.2 Measurement Model

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
CI	0.925	0.925	0.943	0.769
FWC	0.946	0.947	0.959	0.823
POS	0.788	0.902	0.871	0.622
PR	0.919	0.922	0.939	0.756
TI	0.909	0.927	0.935	0.744
WFC	0.962	0.964	0.970	0.868

**Table 3: Reliability test**

Table 3 shows the psychometric quality of the measurement model is good. Internal consistency (Cronbach alpha scores ranging between 0.788 and 0.962) are acceptable and even superb across all constructs and composite reliabilities have exceeded the usual 0.70 mark. The convergent validity is supported as the values of AVE are all above 0.60. Empirically, the scales are reliable in that they correlate adequately with the intended latent constructs and indicators have a good loading on their factors hence, the structural interpretation that is done with the scales is based on good measurement foundations.

#### Path coefficients

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
CI -> TI	0.242	0.242	0.046	5.295	0.000
FWC -> CI	0.167	0.175	0.152	1.102	0.271
FWC -> TI	0.137	0.136	0.062	2.231	0.026
POS -> TI	0.305	0.304	0.038	8.041	0.000

POS x FWC -> TI	0.658	0.651	0.150	4.397	0.000
POS x WFC -> TI	-0.681	-0.673	0.158	4.325	0.000
PR -> TI	0.304	0.304	0.042	7.236	0.000
PR x FWC -> TI	-0.637	-0.631	0.143	4.448	0.000
PR x WFC -> TI	0.643	0.636	0.151	4.253	0.000
WFC -> CI	0.408	0.401	0.153	2.672	0.008
WFC -> TI	0.067	0.069	0.063	1.059	0.289

**Table 4: Path coefficients**

Next in moving to the structural (path) results, as shown in Table 4, there are some of the direct effects that are interesting. Work-to-family conflict (WFC) has shown no substantial direct impact on turnover intention ( $y = 0.067$ ,  $p = 0.289$ ), implying that, in this sample, WFC alone would not be used to anticipate leaving thoughts. On the other hand, family-to-work conflict (FWC) has a positive albeit small statistically significant influence on turnover intention ( $y = 0.137$ ,  $p = 0.026$ ), expressing that when the family demands interfere with work, the crew members are slightly but statistically significantly more inclined to consider quitting. The path between career identity and turnover intention is large and positive (CI - turnover intention path 242; and  $p < 0.001$ ), which is somewhat counterintuitive (higher career identity means higher turnover intention) and requires careful interpretational considerations, and may indicate contextual effects or measurement/scale orientation is being identified between cruise crew.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
FWC -> TI	0.040	0.042	0.038	1.052	0.293
WFC -> TI	0.099	0.096	0.041	2.400	0.016

**Table 5: Total indirect effects**

As shown in Table 5, the role of career identity is explained by the findings of mediation (indirect). The indirect effect with WFC driving CI, which drives TI, is significant (total indirect with WFC driving TI = 0.099,  $p = 0.016$ ), which substantiates mediation: WFC has an influence on career identity, which moderates turnover intention. In comparison, the indirect link that consists of FWC → CI → TI is not significant (0.040,  $p = 0.293$ ), and the career identity does not mediate the FWC with TI connection in this sample. Such findings imply that only WFC, and not FWC, mainly acts via career identity change, whereas turnover intent is impacted more directly by FWC.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
FWC -> CI -> TI	0.040	0.042	0.038	1.052	0.293
WFC -> CI -> TI	0.099	0.096	0.041	2.400	0.016

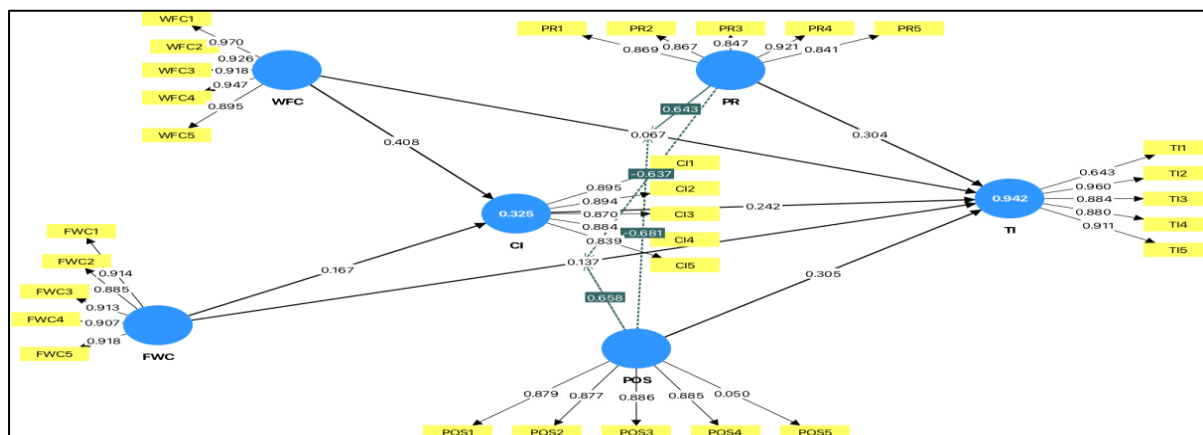
**Table 6: Specific indirect effects**

Table 6 shows the moderation and interaction terms give strong and tangled effects. Psychological resilience (PR) has a direct positive correlation with the turnover intention (PR to TI 0.304,  $p < 0.001$ ) and interactions between PR and WFC and between PR and FWC are significant, respectively (PR x WFC from TI is positive,  $p < 0.001$  and PR x FWC with TI are negative,  $p < 0.001$ ). The positive direct effect of POS on TI is also significant (POS → TI  $\beta = 0.305$ ,  $p < 0.001$ ) and the interactions significant, since POS x WFC has a negative effect on TI ( $\beta = -0.681$ ,  $p < 0.001$ ) and the POS x FWC has a positive effect on TI ( $\beta = 0.658$ ,  $p < 0.001$ ). These ambivalent indicators indicate that the buffering or amplifying nature of resilience and support is contingent on the direction of conflict from work to family or family to work; these mixed indicators also allude to potential measurement-direction problems or context-specific competitions among the cruise crews that must be ascertained in their interpretation of useful meaning (simple slope plot, region-of-significance tests).

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O/STDEV )	P values
CI	0.325	0.329	0.043	7.510	0.000
TI	0.942	0.943	0.006	164.578	0.000

**Table 7: R-squared**

As per Table 7, there is great model power to explain the outcome of turnover intention:  $R^2$  of TI = 0.942, so the model explains a very large proportion of variance in turnover intention (though high  $R^2$  also tends to raise eyebrows as well, possible multicollinearity or model overfit) Career identity has  $R^2 = 0.325$ , and this means that the explanatory power of the mediator is modest. Collectively, these values of  $R^2$  indicate the presence of valuable predictors of turnover intention in the model, but at the same time, need tests on overfitting and robustness.



**Figure 2: SEM PLS analysis**

As shown in Figure 2, the structure model contains path coefficients, indicator loadings, and  $R^2$  values that demonstrate strong reliability of measurement with all loadings above .80. The  $R^2$  values suggest a moderate to strong level of explanation. The path coefficients also show valid relationships among the constructs which suggest a strong measurement model and considerable support for the structural connections in the model.

Hypothesis	Path	Coefficient (O)	p-value	Supported?
H1	WFC → TI	0.067	0.289	Not Supported
H2	FWC → TI	0.137	0.026	Supported
H3	WFC → CI → TI	0.099	0.016	Supported
H4	FWC → CI → TI	0.040	0.293	Not Supported
H5	PR × WFC → TI	0.643	0.000	Supported
H6	PR × FWC → TI	-0.637	0.000	Supported
H7	POS × WFC → TI	-0.681	0.000	Supported
H8	POS × FWC → TI	0.658	0.000	Supported

**Table 8: Hypotheses testing**

Overall, in Table 8, the data provide an indication that family-to-work conflict directly leads to turnover intention, but work-to-family conflict primarily leads to turnover intention via career identity. Moderators (resilience and perception of support) are interactive, powerful, but multifold in influence, and some direct effects (like, POS positive → TI and PR positive → TI) are not what was expected and must be examined further (reverse coding, cross-cultural/context interpretation). In practice, the following findings suggest that cruise companies should focus on stressors related to family, pay attention to how work conditions influence the professional self-opinion of the crew, and analyse the role of support and resilience programs that would vary according to the type of conflict. It is suggested that follow-up probing (simple slopes, plots) and checking the robustness deserve to be plugged in before robust policy prescriptions can be inferred.

## 5. DISCUSSION

The findings of this study can offer a number of vital information about the correlations between work-to-family conflict (WFC), family-to-work conflict (FWC), career identity, psychological resilience, perceived organisational support, and turnover intention of the Chinese cruise crew members. Against the expectations and most of the literature, WFC was evidence-based to affect turnover intention

significantly in no direct way (Yucel, Şirin, & Başı, 2023). This implies that work-related pressures that come by and disrupt the lives of the family members may not be a good enough cause of resignation amongst this sample. Rather, the impact of WFC is mediated by career identity, which means that the undermining or strengthening of professional self-concept conclusively encompasses whether such conflict culminates in turnover (Wen et al., 2023). This observation differs with reference to the research studies done in other service sectors, where WFC is often found to be a powerful direct antecedent of turnover and suggests an idiosyncratic employment dynamic in the cruise sector in which long-term employment, career advancement opportunities and industry-specific conventions may postpone or normalise immediate job quit decisions.

Conversely, the direct interaction of FWC with turnover intention indicated strong association as it corresponds to other research that has established family-induced conflict as being significantly interfering with job performance and commitment (Chen et al., 2023). Crew members with severe family commitments that interfere with work commitments seem to be more ready to consider quitting, as perhaps on one hand, the work conditions on cruise can be extremely routine and demanding such that there is no way to effectively cope with the constant interruptions caused by the family responsibilities. Surprisingly, career identity did not significantly mediate this relationship, and it indicated that a close identification with a career could not be able to check the strain when family duties are in conflict with work requirements (Lee & Lee, 2024). This supports the idea that because WFC and FWC are not symmetrical issues, the methods of managing them in the respect of turnover should not be symmetrical either and should identify the dissimilar processes involved in each of them regarding their effects on retention.

The moderation analysis rendered intricate results. Both types of conflicts were moderated by psychological resilience to a great degree, yet the signs of effects were opposite. Resilience moderated the association of WFC and turnover intention to boost its influence (Bernuzzi et al. 2022), whereas it moderated the association of FWC and turnover intention to diminish it. This seemingly paradoxical intensification outcome on WFC could imply that positive individuals, when presented with seemingly tenacious work-based conflicts, will be even more likely to engage in self-initiated work decisions such as quitting, in lieu of unwanted work-related conditions. Contrastingly, resilience seems to enable individuals to deal with conflicts that originated in the family without instantly attempting to leave the organisation (Mokline & Ben Abdallah, 2021). The perceived organisational support also moderated the two relationships, which lowered the relationship between WFC and turnover but increased the relationship between FWC and turnover. This implies that though organisational support would enable the employees to cope with work demands that intrude on family life, it can inadvertently lead those with an extreme family-based work interference to think of leaving their job, perhaps due to the fact that support makes alternative work or family arrangements more practical.

In theory, the findings not only encompass the Conservation of Resources (COR) Theory and the Job Demands-Resources (JD-R) Model, into a cruise sector context. COR theory can also be validated with reference to the demonstration of how the depletion of resources due to conflict is linked to turnover, yet the asymmetrical relationship between WFC and FWC serves as the reminder that the source of demand is critical. The development of the JD-R model is augmented by demonstrating that job resources, including resilience and organisational support, may contribute to conflict effects in non-linear ways, either a buffering or an intensifying aspect of the conflict, depending on the interference pattern. Practically, the findings support the role of specific HR strategies, distinguishing between work-based and family-based conflict interventions and implementing resilience and support programs according to the unique nature of the conflict instead of pursuing similar approaches.

## 6. CONCLUSION, IMPLICATIONS, AND FUTURE RESEARCH

This paper aimed to evaluate the effects of work-family bi-directional conflict on turnover intention of the Chinese cruise crew members, especially focusing on the mediating effect of career identity, and the moderating effect of psychological resilience and the perceived organisational support. The results have a qualitative insight into such relations and contribute to the body of knowledge in terms of human resource management in the cruise industry with both theoretical and empirical explanations. The

finding shows that direct effects of family-to-work conflict result in a higher level of turnover intention, but work-to-family conflict does not influence it significantly, but stops at career identity. This difference is what makes it necessary to consider both WFC and FWC as different constructs, followed by different influence paths.

Career identity proved to be a mediator of importance only when mediating between WFC and turnover intention, such as when the demands on work destroy professional self-concept, turnover is more probable. Yet, the effect of the family-based conflicts does not contribute to career identity protection, which suggests that when the performance at work is compromised by family requirements, even strong career identification cannot compensate. Resilience was also observed to weaken the effects of FWC on turnover, but surprisingly to intensify the effects of WFC, which may represent the fact that the resilient folks proactively manage their careers. In the same manner, organisational support attenuated the relationship between WFC and turnover, yet enhanced the FWC turnover nexus so that some employees can take action to fulfil family priorities through job departure because of the supporting resources.

Theoretically, the study contributes to furthering the usage of COR theory and the JD-R model in the maritime hospitality setting, showing that the protective nature of resources depends on the flux of conflict. It also offers empirical evidence that the highly intense and long hours working conditions of employment leading in the cruising sector cause unique dynamics which are not always there in land-based service sectors. More practically, the record portrays that the HR intervention ought to be specific to conflict: in the case of WFC, career identity enhancement and provision of supportive organisational cultures would hold promise to retaining the staff, whereas FWC would signify that flexible labour arrangements, family liaison services or rotational leave systems would appear more productive. The need to build resilience cannot be overemphasised, only that it may create more turnover in some conflict situations; therefore, program design should be keen on such initiatives.

The study is cross-sectional, limiting its interpretation as a causal relationship, and the current sample expansion in order to attain a larger desired sample size of 300 respondents. The China-specific focus of the study could also curtail generalizability to the rest of the world since the work-family norms as well as the employment structures of cruise are different across countries. Future studies may include longitudinal designs to measure changes in conflict and turnover intentions over time or mixed-method designs to investigate what lies behind the quantitative patterns in conflict and turnover intentions. These findings would also be better contextualised by carrying out comparative studies in various maritime and hospitality sectors. On the whole, the study reinforces the significance of knowing the two-way directions of work-family conflict and has a useful base in the development of more specific and effective retention strategies within the global cruise industry.

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## SECTION A: DEMOGRAPHIC DATA

This section requests for your background information. Please tick  the appropriate answers.

1. Gender:

- i.  Female
- ii.  Male

2. Age:

- i.  20 – 30 years old
- ii.  31 – 40 years old
- iii.  41 – 50 years old
- iv.  51 years old and above

3. Race:

- i.  China
- ii.  Singapore
- iii.  Malaysia
- iv.  Others (Please specify: \_\_\_\_\_)

4. Education Level:

- i.  Diploma and below
- ii.  Degree
- iii.  Masters & PhD
- iv.  Others

5. Monthly Income

- i.  Less than \$ 5,000
- ii.  \$5001 – \$8,000
- iii.  \$8,001 – \$12,000
- iv.  \$12,001 – \$15,000
- v.  \$15,001 – \$20,000
- vi.  More than \$20,000

6. Position in cruise department

- i.  Manager
- ii.  Crew member
- iii.  Captain
- iv.  Staff members
- v.  Front desk

7. How long have you been working in your last organisation?

- i.  1-3 years
- ii.  4-6 years
- iii.  More than 6 years

## Section B- Independent variables

1 = Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 Strongly agree

<b>Work-to-family conflict (WFC)</b>						
1.	As I have many tasks and responsibilities at work, I cannot spend time with my family.	1	2	3	4	5
2	Physical and mental fatigues at work make my responsibilities at home difficult.	1	2	3	4	5
3	Fatigue at work decreases my tolerance towards family members.	1	2	3	4	5
4	My duties at the workplace make me feel tired while performing my responsibilities at home.	1	2	3	4	5
5	I cannot spare time for houseworks due to my job, I always postpone the houseworks.	1	2	3	4	5
6	My work life reduces my efforts necessary for my responsibilities at home.	1	2	3	4	5
7	I continue thinking about a problem I faced in the workplace.	1	2	3	4	5
8	A problem at the work life makes me stressed and nervy at home.	1	2	3	4	5
9	My duties and responsibilities at work get ahead of my family life.	1	2	3	4	5
<b>Family-to-work conflict (FWC)</b>						
1.	My responsibilities at home reduce the time and effort that I should spare to my job.	1	2	3	4	5
2	As I have too many responsibilities at home, I push my job into the background.	1	2	3	4	5
3	My responsibilities at home lead to deficiencies in my work life.	1	2	3	4	5
4	Troubles and problems at home affect my professional life negatively.	1	2	3	4	5
5	A problem at home makes me feel stressed and nervy at work.	1	2	3	4	5
6	I continue thinking about a problem I faced at home at the workplace.	1	2	3	4	5
7	Certain situations experienced at home (guests, illness, a problem about the child) make my work life difficult.	1	2	3	4	5
8	Household tasks and small works reduces the time I spare for sleeping which is essential for my job.	1	2	3	4	5
9	Due to my responsibilities at home, I always go to the work tired.	1	2	3	4	5
10	Due to my responsibilities at home, I cannot take part in some activities related to my job (meeting, dinner etc.)	1	2	3	4	5
11.	My duties and responsibilities at home get ahead of my work life.	1	2	3	4	5

### Section C- Moderating variables

1 = Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 Strongly agree

<b>Psychological resilience</b>
---------------------------------

1.	I have confidence in myself.	1	2	3	4	5
2	I can easily adjust in a difficult situation.	1	2	3	4	5
3	I am able to persevere.	1	2	3	4	5
4	After setbacks, I can easily pick up where I left off.	1	2	3	4	5
5	I am resilient.	1	2	3	4	5
6.	I can cope well with unexpected problems.	1	2	3	4	5
7.	I appreciate myself.	1	2	3	4	5
8.	I can handle a lot at the same time.	1	2	3	4	5
9.	I believe in myself.	1	2	3	4	5
10.	I am not easily discouraged.	1	2	3	4	5
<b>Perceived organisational support</b>						
1.	My manager is closely related to the peace and happiness of the employees at his/her disposal.	1	2	3	4	5
2.	My manager takes into account my views and thoughts about the job.	1	2	3	4	5
3.	My manager helps to get things done.	1	2	3	4	5
4.	My manager is successful in ensuring that the work done is done by teamwork.	1	2	3	4	5
5.	My manager appreciates me for the good work I have done.	1	2	3	4	5
6.	My manager criticizes even small things.	1	2	3	4	5
7.	My manager gives support when I encounter any problems.	1	2	3	4	5

#### Section D- Mediating variable

1 = Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 Strongly agree

<b>Career identity</b>						
1.	I learn about various jobs that I might like.	1	2	3	4	5
2	I identify my strongest talents as I think about careers.	1	2	3	4	5
3	I learn as much as I can about the particular educational requirements of the career that interests me the most.	1	2	3	4	5
4	I know what kind of work is best for me.	1	2	3	4	5
5	I have invested a lot of energy into preparing for my chosen career.	1	2	3	4	5
6.	I chose a career that will allow me to remain true to my values.	1	2	3	4	5
7.	My family feels confident that I will enter my chosen career.	1	2	3	4	5
8.	I doubt I will find a career that suits me.	1	2	3	4	5

9.	When I tell other people about my career plans, I feel like I am being a little dishonest.	1	2	3	4	5
10.	I will probably change my career goals.	1	2	3	4	5

**Section D- Dependent variable**

1 = Strongly disagree, 2= disagree, 3= Neutral, 4= Agree, 5 Strongly agree

<b>Turnover intention</b>						
1.	I think a lot about leaving the organisation.	1	2	3	4	5
2	I think that this organisation is not the best of all possible organisations to work for.	1	2	3	4	5
3	I am not very likely to stay in this organisation for the next five years.	1	2	3	4	5
4	I will leave the organisation as soon as possible.	1	2	3	4	5
5	I will give up this organisation easily.	1	2	3	4	5
6.	I am actively searching for an alternative to the organisation.	1	2	3	4	5

~ Thank you for completing this questionnaire ~