

Mediating Role of Organizational Citizenship Behaviour in the Relationship between Family-Friendly Practices and Employees' Intention to Quit

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Abstract

With the growing emphasis on work-life balance and retention strategies, understanding the mechanisms through which family-friendly initiatives influence employee turnover intentions is crucial for organizational effectiveness. Drawing from organizational behaviour and human resource management literature, this research aims to investigate how employees' organizational citizenship behaviour (OCB) mediates the relationship between the family-friendly practices (FFPs) and their intention to quit. Survey data were collected from a sample of 354 employees of three selected Apparel firms in Trincomalee district of Sri Lanka through a self-structured questionnaire, and were analyzed by using Pearson correlation and multi-step mediation analysis. The results reveal a significant negative relationship between FFPs and employees' intention to quit. Further, OCB is negatively associated with employees' intention to quit and partially mediates the path between FFPs and employees' intention to quit. The findings underscore the importance of fostering a supportive organizational family-friendly culture through family-friendly policies and practices to cultivate positive workplace behaviours and mitigate turnover intentions among employees. Implications for HR professionals and future research directions are discussed.

Key Words: Family-friendly Practices, Employee's Intention to Quit, Human Resource Management, Organizational Citizenship Behaviour

Introduction

In today's highly dynamic business environment, companies compete to achieve long-term growth. Especially, the turnover rate of the garment industries is still higher than average and turnover of sewing machine operators is a highlight among the present researchers (Kodithuwakku, 2023). Thus, it is crucial to look into employee behaviour as this not only reduces an organization's effectiveness but also makes it even more difficult to achieve organizations' goals and objectives. In this context, human resource management (HRM) of the organizations is playing a big role in getting, utilizing and retaining appropriate workforces to the organizations. HRM is the efficient and effective utilization of human resources to achieve goals of an organization (Opatha, 2016). Organizations now need to manage and retain their workforces in this global competitive climate. Researchers discussed the importance of managing five pillars; human capital, money, equipment, supplies, and techniques (Chawla and Tripathi, 2015) in success of business. However, human capital is the most valuable asset since it can influence on reducing, adding, and changing other resources significantly for a company. Other resources making things possible but human resources making things happen (Opatha, 2016).

Intention to leave is the conscious psychological willingness to quit the workplace (Griffeth, Hom, and Gaetner, 2000). The cost of turnover to organizations is often high. For every employee that leaves there is a detrimental impact on workload, and overtime for existing employees are heavily increased, and thus, may reduce their productivity level because of low employee morale (Pressley and Garside, 2023). Given its service-intensive nature and its relatively high labour costs and overall costs, turnover is a very serious issue to study in the apparel industry. Employee turnover is also connected with work-family conflict as well as work-family balance. The sustainability of human resource management will be in danger without family (Opatha, 2019). A family-friendly work environment is a company initiative aimed at helping employees to effectively meet their competing work and family needs and wants. It includes providing family-friendly policies and benefits and promoting a family-friendly work environment. Family-friendly policies and benefits may include the availability of flexible work arrangements, including flextime, compressed work-week schedules, reduced working hours, telecommuting, family and/or medical leaves, including maternal/paternal leave (Noraani Mustapha, 2011). The success and progress of success of an organization depend on the efficiency and productivity of the workers (Opatha, 2016). Workers go a long way in contributing towards organizational success. Despite, the current employees sometimes exhibit certain behaviours that transcend the decision of the duty. Such behaviour which is exhibited over and above the rules and regulations is termed OCB (Sukhada Tambe and Meera Shanker, 2015). This study aims to investigate the importance of providing FFPs to employees as a remedial measure to reduce the employees' job turnover intention.

The Sri Lankan apparel and textile manufacturing industry is the most important and dynamic contributor to the Sri Lankan economy, where it provides a big contribution to Sri Lanka's export. Thus, the employees are the key assets of any

apparel firm, whereas the apparel firms are still in progress towards automated factories. The workforce of apparel industries is approximately 15% of the total labour workforce in Sri Lanka and female workforce participation stands at approximately 34% (Cooray, 2020). In the contemporary apparel sector, managing employees is increasingly more difficult because of the industry's increased global exposure and competitiveness (Sellar and Arulrajah, 2018). Anyhow, intention to quit or high turnover is a key problem being faced by the human resource departments in apparel firms, even though they facilitate and enrich their employees with all types of benefits like free transportation, food, sanitary, incentives, scholarship programmes for their kids, special loans etc. Consistent with Dheerasinghe (2009), high labour turnover is one of the challenges faced in the Sri Lankan apparel industry and also it is one of the key problems that the Sri Lankan export apparel industry is facing today in attempting to meet its targets (Thushari, 2008). The turnover intention is one of the biggest problems that businesses confront (Burriss, Detert, and Chiaburu, 2008), because it will influence employee job performance and subsequently the organizational performance.

To lessen turnover intentions, organizations are enthusiastically involved in providing their employees with employee-friendly work environments and generally, different types of FFPs such as granting parental leave, providing health care facilities to employees' parents, giving short leave and unpaid leave to assist employees in fulfilling their family responsibilities (Goni-Legaz and Ollo-Lopez, 2016). In addition, family-related facilities at the workplace such as day-care nurseries for single parents, children's educational support programs, and compensatory leave to support their dependents (Garg and Rani, 2014) can also be considered as FFPs. Organizations that take care of their employees and support them with flexibility at work may intensify employees' OCB which boosts employee satisfaction, commitment, and productivity. Sellar and Arulrajah (2018) highlighted that there is a knowledge gap in the literature since few authors have discussed the assistance that apparel sector employees receive from their families and from the community at large. Further, few studies have revealed the negative relationship between FFPs and intention to quit (Chang and Jo, 2019; Danish, Shahid, Bano, and Ali, 2019; Rodwell, Brunetto, Demir, Shacklock, and Farr-Wharton, 2014) and the relationship between OCB and intention to quit (Lee and Allen, 2002; Roshan and Arulrajah, 2021). Anyhow, there is a dearth of studies which examined how OCB mediates the relationship between FFPs and employees' intention to leave (Afzal and Azmi, 2022), especially in Asian Apparel sector. Thus, studying whether OCB mediates the relationship between FFPs and intention to quit is vital in Sri Lankan apparel sector. The specific objectives of the current empirical investigation are to find:

1. the relationships among the FFPs, employees' intention to quit and organizational citizenship behaviour.
2. the mediating effect of OCB in the relationship between FFPs and employees' intention to quit.

The rest of this paper is organized as follows: the next section provides a summary of the relevant literature pertaining to the study variables, which is succeeded by

the formulation of hypotheses and the presentation of the conceptual framework. This is followed by a detailed exposition of the research methodology, the findings obtained, a discussion of these findings, and ultimately, the conclusion drawn. Subsequently, the paper highlights the contribution of the study, delves into its limitations, and offers directions for future research.

Literature Review

Family-friendly Practices

According to Opatha (2019), family-friendly climate is the way employees perceive their organizational commitment to work family balance. It is the general impression that employees get about the organization's real commitment to work family balance. In the current decade, a friendly work environment has accelerated across the world in different organizations and has become an essential focus of researchers (Garg and Agrawal, 2020). FFPs are a group of formal activities created by an organization to assist its employees in maintaining a balance between the needs of their personal lives and those of their jobs (Lee and Hong, 2011). FFPs are in place to assist employees in finding a balance between work and family life and may also be a useful strategy for reducing employees' intent to leave their jobs (Omar, 2010). Several kinds of FFPs that are considered in this study are unpaid leave, the day-off facility, short working days, and parental childcare facilities (Escot, Fernandez-Cornejo, Lafuente, and Poza, 2012). Similar to this, Nijp, Beckers, Geurts, Tucker, and Kompier (2012)'s study offers a compelling support for the flexible working arrangements on increased retention of employees. FFPs have become a significant topic in the field of human resource management due to the dynamic changes in the workforce (Moon and Roh, 2010).

HRM/workplace policies and initiatives aimed at making it easier for employees to fulfil their obligations to their families are referred to as family-friendly work practices (Jones, Burke, and Westman, 2006). It allows employees to concentrate more on their work and reducing work-family conflict, FFPs may serve as an effective management tool for trying to balance work and family obligations (Martinez-Sanchez, Perez-Perez, Vela-Jimenez, and Abella-Garces, 2018). In the apparel industry, a happy work environment helps to increase employees' productivity (Islam, Ali, and Ahmed, 2018). Moreover, a study conducted by Daniel, Emefa, and Majoreen (2021) revealed that the absence of family care services of a company encouraged its employees to think about switching to a more family-friendly company or workplace. Because of this, Daniel, Emefa, and Majoreen (2021) have suggested that family-friendly policies have significant effects on employees' perceptions of their firms and their own lives. Thus, the current study intends to study whether FFPs have an effect on intention to quit.

Employees' Intention to Quit

Employees' intention to quit is a widespread problem that affects practically all sectors. A worker's intention to leave their current employment can be defined as a voluntarily made decision to quit the job and when this happens, the worker becomes less engaged in his/her work and less productive. Turnover intention is defined as an employee's intention to voluntarily change jobs or companies (Birgit

Schyns, Nicole Torka, and Tobias Gossling, 2007). In contrast to actual turnover, an employee's intention to leave the company refers to their intended state of readiness concerning doing so in the future (Umamaheswari and Krishnan, 2016). The actual employee turnover behaviour depends on how they want to leave the company, employees' desire to leave is also closely tied to their actual leave (Yang and Wittenberg, 2016). Therefore, the most direct determinant of actual turnover behaviour is the employees' intention to leave their jobs. However, the most crucial element is that employee turnover has a direct impact on productivity (Ibrar and Khan, 2015), job burnout (Hayyat, Nisar, Imran, and Ikram, 2017; Azharudeen and Arulrajah, 2018; Azharudeen and Arulrajah, 2021), and absenteeism (Salman, Khan, Draz, Iqbal, and Aslam, 2016; Roshan and Arulrajah, 2021). Numerous studies in literature have expanded the range of an employee's intentions to leave the company by identifying various factors that may influence their decision to stay or leave.

Organizational Citizenship Behaviour

According to Opatha (2015), OCB means a state where the employee performs willingly more than what he/she is supposed to perform (according to the job description) for the success of the organization. An employee's informal, individualized, and generally underappreciated contribution to the organization is referred to as OCB. Simply, OCB is a person's approach to working for an organization's improvement without expecting any advantage or rewards (Kirk, 2014). No rule or regulation supports this action; rather, it is the outcome of a normative commitment that is always anticipated and frequently rewarded by an organization either through monetary or non-monetary rewards (Robertson and Barling, 2014). Their increased involvement in the organization's improvement raises their care for it (Wombacher and Felfe, 2017). Although this behaviour is explicitly stated in the individual's job description, the organization will nonetheless view it as a radical departure from the norm and continue to expect it of the person. It is admirable employee behaviour that is practical and unrelated to the job description (Mo and Shi, 2015). The primary goal of OCB is to improve an organization's behaviour to increase output and productivity (Vipraprastha, Sudja, and Yuesti, 2018; Priyanka, Thevanes, and Arulrajah, 2020; Vithya, Thevanes, and Arulrajah, 2022). It is socially and psychologically gratifying for an employee to engage in voluntary conduct that is not required by the organization.

Hypotheses Development

Relationship between Family-friendly Practices and Intention to Quit

The findings of Aik (2022) gave researchers an understanding into the significant negative association between employee turnover intention and flexible work schedules, maternity leave policies, and childcare perks. FFPs like flexible working hours, work-from-home and part-time work practices are found to be positively associated with employee job satisfaction, thereby, reducing workplace conflicts and negative intentions (Lin, Lall, Samuels-Kalow, Das, Linden, Perman, and Agrawal, 2019). Employee-friendly policies are recognized as enhancing employee motivation, loyalty, and commitment to the workplace, thereby, lessening their turnover intentions (Taamneh, Alsaad, and Elrehail, 2018; Yao, Qiu,

and Wei, 2019). The findings of Kim (2021) shows that family-friendly workplace practices prevent turnover intentions of non-family employees through decreased burnout. FFPs help to foster employees' positive intentions at the workplace like OCB and reduce their job quitting intentions (Yasir and Majid, 2019). Thus, based on the literature support the first hypothesis for this study is developed as follows:

H₁: There is a significant negative relationship between FFPs and employees' intention to quit.

Relationship between Family-friendly Practices and Organizational Citizenship Behaviour

Family-friendly work environments promote positive outcomes for employees, energizing them at work and increasing positive mood at home (Giancaspro, De Simone, and Manuti, 2022). Employee OCB is intensified by organizations that care for their employees and provide them with flexibility at work. Employees in organizations with unfriendly policies perform poorly and exhibit poor citizenship behaviour (Gao and He, 2017). Practices that are advantageous to employees encourage the development of their OCB, which benefits both the organization's competitive advantage and employee performance by fostering a sense of identity that is useful to others. Previous literature regarding FFPs with OCB found these relationships to be positive (Mahooti, Vasli, and Asadi, 2018). FFPs are revealing a positive influence on employees' citizenship behaviour (Hai, Wu, Park, Li, Chang, and Tang, 2020; Reizer, Koslowsky, and Friedman, 2020; Yu, Wang, and Huang, 2018). Drawing on these assertions the next hypothesis is as follows:

H₂: There is a significant positive relationship between FFPs and OCB.

Relationship between Organizational Citizenship Behaviour and Intention to Quit

The manifestation of an employee's positive conduct and attitude towards an organization is how they assist one another. Employees who are more willing to work with organizations are found to be more out of staying (Lam, Chen, and Takeuchi, 2009). Shbail and Shbail (2020) stated that a strong organizational climate should be created in Jordanian private universities since it improves and predicts OCB and meanwhile, OCB will in turn cause to reduce turnover intention. The study's findings suggest that in order for businesses to function effectively, they must manage employee stress levels, and promote employee awareness to enhance OCB so as to reduce employee turnover rates (Suhardi and Le, 2023). It helps to support employees in enhancing their job satisfaction and lowering their quitting intentions (Germeys, Griep, and De Gieter, 2019). OCB influences an employee's intention to remain committed to the workplace (Gyamfi, Luguterah, and Dwomoh, 2019). Employees with OCB work without expecting benefits reciprocally and follow organizational norms that lead to a high level of commitment to the organization (Shanker, 2018). When employees perceive their organization to be supportive and caring, they also provide extra support in exchange (Katou and Budhwar, 2015). Thus, the relationship between the variables is hypothesized as follows:

H₃: There is a significant negative relationship between OCB and employees' intention to quit.

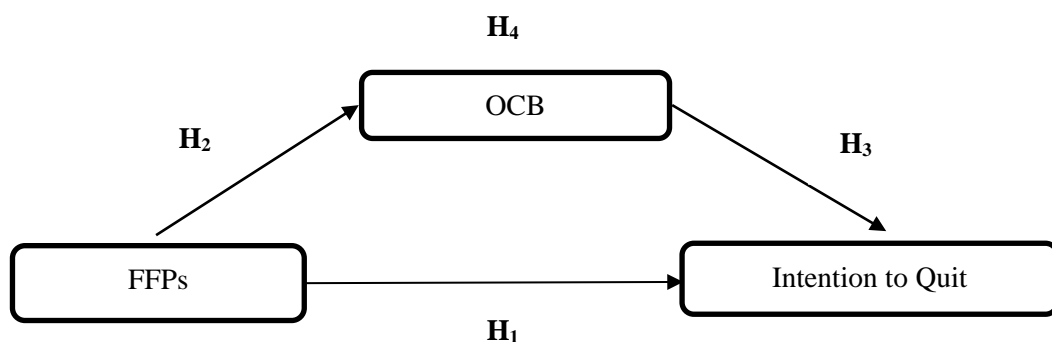
Mediating Role of Organizational Citizenship Behaviour in the Relationship between Family-friendly Practices and Intention to Quit

Employees labour without expecting to get anything in return, observe organizational work practices and conventions, and have a high level of commitment to the organization as a result of OCB's influence (Shanker, 2018). Employee commitment will be increased as a result, and quit intent will be decreased (García-Cabrera and Arcía-Soto, 2011). Employee perceptions of their organizations' consciousness and compassion led them to extend more support, according to studies examining the relationships between organizational supportive environments and OCB with positive, reciprocal behavioural outcomes (Saoula, Johari, and Bhatti, 2016). FFPs facilitate employees and help them to deal with work-family conflicts increasing citizenship behaviour and lessening turnover intentions (Germeys, Griep, and De Gieter, 2019). OCB helps to clarify the relationship between the variables by acting as a mediator. In considering the mediating role of OCB within the relationship between FFPs and employee intention to quit, several studies employed the OCB as a mediator, but few studied the mix of FFPs intending to quit using OCB as a mediator. Anyhow, the findings of Afzal and Azmi (2022) confirmed the importance of OCB as it partially mediated the relationship between FFPs and intention to quit. Thus, the last hypothesis of this study is as follows:

H₄: OCB mediates the relationship between FFPs and employees' intention to quit.

The conceptual framework is the researchers' understanding of how the particular variables in the study connect with each other. Based on the theoretical background and review of the previous literature, this study has conceptualized to examine the impact of FFPs on intention to quit while having OCB as the mediator (see Figure 1).

Figure 1. Conceptual Framework



Source: Afzal and Azmi (2022)

Research Methodology

The research methodology is the path through which researchers need to conduct their research. The research philosophy of the present study was positivism, since the role of the researchers is limited to data collection and interpretation through an objective approach and the research findings are usually observable and quantifiable. Research approach of a study is the strategy and process that outline general assumptions and specific techniques for gathering, analyzing, and interpreting data. Thus, the deductive approach has been used to conduct this research, as the deductive approach is concerned with developing hypotheses based on existing theory, and then designing a research strategy to test the developed hypotheses. Accordingly, the survey research strategy was the appropriate research strategy for the current research work. It is possible to collect substantial data from a targeted study population by selecting appropriate sample (Lewis, Thornhill, and Saunders, 2009). In order to achieve the objectives of this research study, the researchers used the single research technique (mono method), which uses quantitative data analysis techniques.

Sample and Procedure

The present study has been conducted in Trincomalee district of Sri Lanka, concerning three (03) leading apparel companies in it. As per the objectives of this study, 3100 worker level employees in three selected Apparel companies were considered as the study population, while the sample selection of this research was the proportionate stratified random sampling method. The size of the sample was decided using the equation as follows:

$$n = \frac{N}{1 + Ne^2} = \frac{3100}{1 + (3100 * (0.05)^2)} = 354.28$$

Accordingly, 354 respondents represent the total population of 3100 worker level employees of the companies from the four departments such as store & cutting, sewing, quality checking and packing. The data was collected through primary data, where self-administered questionnaires were distributed among the respondents.

Research Instruments

The researchers have used a questionnaire with 28 indicators to measure the three study variables: FFPs, OCB and intention to quit. So, as per that, the variable of FFPs was measured using nine items adopted from Escot et al. (2012), while OCB was measured using fifteen items under three dimensions: altruism (six indicators), conscientiousness (four indicators) and civic virtue (five indicators), where this was adapted from Argentero, Ferretti and Cortese (2008) and finally four items to measure the variable of intention to quit was adapted from Jehanzeb, Rasheed and Hamid (2015). Thus, the researchers have found that the tested questionnaire was reliable to conduct this research by achieving the acceptable Cronbach's Alpha Value (CAV) = > 0.7, while CAV for the FFPs, OCB and Intention to quit are 0.840, 0.798 and 0.876 respectively.

Data Analysis Technique

As per the characteristics of gathered data, the quantitative data analysis was done with the help of the functions facilitated by the Statistical Package for Social Science (SPSS) 25th version. Pearson correlation analysis was used to analyze the relationships between the study variables, while the Rules of thumb about the interpretation of the correlation coefficient are: coefficient range ± 0.5 to ± 1.00 = strong relationship, ± 0.3 to ± 0.49 = moderate relationship, ± 0.1 to ± 0.29 = weak relationship. The mediation analysis method was used to investigate the mediating effect of OCB. A causal chain known as mediation occurs when one variable influences a second variable, which then influences the third variable. According to the procedure recommended by Baron and Kenny (1986), the criteria to accept the mediating variable have been clearly stated: M mediates an X-Y causal relationship when;

1. X significantly predicts Y (path c is significant)
2. X significantly predicts M (path a is significant)
3. M significantly predicts Y in the presence of X (path b is significant)
4. When M is in the model, the effect of X on Y is reduced (c' is less than c), with complete mediation, path c' is zero.

The researchers keep moral values as an important aspect of the study. Every respondent is made aware of the study's goal and given the promise of anonymity and confidentiality. The study's questionnaires did not contain the names of the participants. And there was good and ethical interaction between the researchers and the respondents when gathering data.

Results and Discussion

Respondent's Profile

The personal profile includes the gender, marital status, age, department of work and number of years of experiences in the organization of the selected 354 employees in the three apparel firms (see Table 1). Out of the 354 employees, 39% of them were from Apparel company-1, 32% from Apparel company-2, and 29% of them were from Apparel company-3. Further, it is proved that majority of the worker level employees working in apparel sector are obviously females (83%). Also, the study observes that there are more unmarried respondents (69%) as a whole and most of the unmarried respondents were reported from Apparel company-1 (27%). When considering the age distribution of the sample, 48% of them are below 25 years, 28% are between 25 – 35 years, 19% of them are between 36 – 45 years and only a 5% of them are above 50 years. This distribution of age shows that majority of the citizens in their younger age, soon after the school education enter the apparel sector to earn in a smaller scale. Further, the respondents were selected from almost all the departments, where majority of them were reported from department of Sewing or production (37%) and lowest from store and quality departments (17%). In addition, most of the respondents (38%) have 2-5 years' experience and out of it most of the respondents were from Apparel company-2, meantime a very few reported an experience in production more than 10 years and

majority of the respondents who have experiences more than 10 years were reported from Apparel company-2.

Table 1. Respondent's Profile

Name of the firm		Apparel company-1	Apparel company-2	Apparel company-3
Sample of the study		138	113	103
Gender	Male	20	26	14
	Female	118	87	89
Marital status	Married	41	33	35
	Unmarried	97	80	68
Age	<25 years	72	50	49
	25-35 years	37	32	30
	36-45 years	23	22	21
	>45 years	06	09	03
Department	Store & cutting	25	21	14
	Packing	39	26	37
	Quality Checking	20	26	14
	Sewing	54	40	38
Experience	< 2 years	42	11	31
	2-5 years	46	50	37
	6-10 years	43	33	28
	> 10 years	07	19	07

Relationships among Family-friendly Practices, Organizational Citizenship Behaviour and Intention to Quit

The relationship among the study variables was tested by using Pearson correlation analysis and it is depicted in Table 2. According to the correlation analysis, correlation coefficient between FFPs and intention to quit was ($r = -0.342$). Here, the respondents show a moderate negative relationship at 0.000 significant level (H_1). The studies of CohenMiller, Sagitova, Ogay, Tselenko, Shakhmanova, and Saburova (2019) and Ke and Dang (2018) have also suggested the same relationship by denoting that FFPs like flexible working hours, work-from-home and part-time work practices are found to be positively associated with employee job satisfaction, thereby, reducing workplace conflicts and negative intention to quit. FFPs thus have a negative association with employees' intention to quit.

Further, the correlation coefficient between FFPs and OCB was ($r = 0.197$). Here, the respondents show a weak positive relationship between FFPs and OCB at 0.000 significant level (H_2). Husain and Husain (2016) too have observed a positive relationship by denoting that organizations providing flexibility in their culture induce a way of OCB in their employees and have a greater effect on employee loyalty and commitment towards their obligations, thereby, reducing their intention to go away. By developing a sense of identity that is valuable to others, FFPs that are advantageous to employees stimulate the development of their OCB,

which helps both the organizations' competitive advantage and employee performance.

Finally, the correlation analysis shows a moderate negative relationship between OCB and intention to quit ($r = -0.368$) at 0.000 significant level (H_3). The findings of the study have been supported by the studies of Burriss et al. (2008), as same relationship by denoting that work satisfaction leads employees towards citizenship behaviour complemented with less intention to go away, therefore, showing a negative relationship. OCB portrays employees' psychological attachment to the organization. OCB influences employees' intentions to quit in a way to enable the organization to access the employees based on their behaviour, as positive behavioural attitudes reflect the satisfaction and sense of happiness of employees at their workplace. Therefore, there is a negative relationship between OCB and intention to quit. Hence, the results confirm the acceptance of H_1 , H_2 and H_3 .

Table 2. Correlation Matrix

Variables		FFPs	OCB	IQ
FFPs	Pearson Correlation	1	0.197	-0.342
	Sig. (2-tailed)		0.000	0.000
OCB	Pearson Correlation	0.197	1	-0.368
	Sig. (2-tailed)	0.000		0.000
IQ	Pearson Correlation	-0.342	-0.368	1
	Sig. (2-tailed)	0.000	0.000	

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

Mediating Role of Organizational Citizenship Behaviour in the relationship between Family-friendly Practices and Intention to Quit

The primary objective of the study was to investigate the mediating effect of OCB in the relationship between FFPs and employees' intention to quit in the Apparel sector. In Table 3, step 1 shows that 11.7% of the variability in intention to quit was explained by FFPs. The β coefficient shows that for every unit of increase in FFPs, there is a corresponding reduction of -0.435 units in the intention to quit and the regression model was significant ($F = 46.710$; $p = 0.000$). Thus, step one substantiates that FFPs significantly predicts intention to quit and the first condition necessary for the mediation is satisfied.

Step 2 shows that 3.9% of the variability in OCB was explained by FFPs while the regression model was significant ($F = 14.184$; $p = 0.000$). The β coefficient shows that for every unit of increase in FFPs, there is an increase in OCB by 0.155 units. Thus, step 2 gives substance that FFPs have a significant impact on OCB and the second condition necessary for mediation is satisfied.

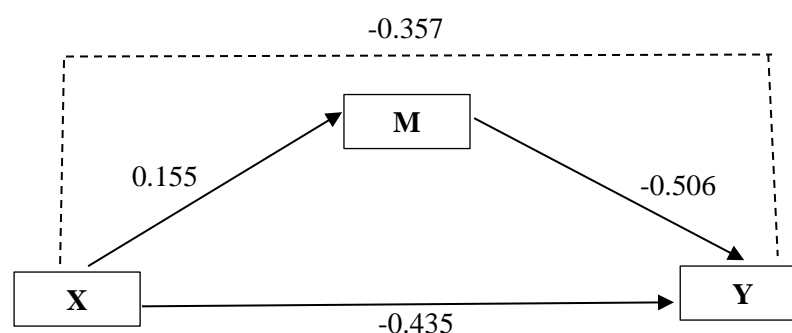
Results of step 3 indicate that there was 13.5% of the variability in intention to quit which was explained by OCB. In other words, 86.5% of the variation of intention to quit was affected by other variables while the regression model was significant ($F = 55.158$; $p = 0.000$). The β coefficient shows that for every unit's increase in OCB, there is a decrease in intention to quit by 0.595 units. Thus, step three provides evidence to that OCB significantly predicts intention to quit and the third condition necessary for the mediation is satisfied.

Table 3. Summary of Regression Models

Step	1	2	3	4
Path	c	a	b	c'
R	0.342a	0.197	0.368	0.460
R Square	0.117	0.039	0.135	0.211
Adjusted R Square	0.115	0.036	0.133	0.207
ANOVA – Sig.	0.000 ^b	0.000 ^b	0.000 ^b	0.000 ^b
Constant	3.569	3.095	4.383	5.225
β coefficient				
FFPs	-0.435	0.155		-0.357
OCB			-0.595	-0.506

Step 4 indicates that there was a 21.1% variability in intention to quit that was explained by its FFPs and OCB jointly. In other words, 78.9% of the variation in intention to quit was affected by other variables, while the regression model was significant ($F = 46.994$; $p = 0.000$). Thus, FFPs and OCB jointly explain the variation of intention to quit. The coefficient result shows that for every unit of increase in FFPs, there is a decrease in intention to quit of -0.357 units, whereas, for every unit of increase in OCB, there is a decrease of intention to quit by -0.506.

Figure 2. Coefficient Paths



Finally, the results of this study show that since FFPs was still significant when OCB is controlled but the strength of the relationship has reduced from -0.435 to -0.357. Thus, according to the derived results, it can be concluded that OCB played a partial mediating role in the connection between FFPs and intention to quit among the selected worker level employees of surveyed Apparel companies. Hence, the results support that H4 is accepted. The model (see Figure 2) can be conceptualized

as a causal model where the relationship of FFPs with intention to quit is mediated by OCB.

Moreover, the findings of the current study are supported in literature, where Lee (2019) agrees that the organizational practice of providing a family-friendly environment has a significant role in securing desirable employee attitudes like OCB and lessening the intention to quit. Studies of Afzal and Azmi (2022) also gave proof of that OCB partially mediates the path between FFPs and intention to quit among the health sector employees.

Conclusion

Based on results and discussion, findings of this study lead to following conclusions. The findings lead to conclude that there is a significant negative relationship between FFPs and intention to quit and a significant negative relationship exists between OCB and intention to quit. Further, FFPs and OCB were significantly and positively related. Besides, multi-step mediational analysis showed that it is possible to conclude that OCB partially mediates the relationship between FFPs and intention to quit. Thus, the organizations must adopt a holistic approach to address turnover intention, considering not only individual attributes but also the broader organizational environment and practices. In this context, role of HRM is significant. HR Managers of the organizations have an important role to play in creating and enhancing a family-friendly climate in their organizations. It is possible to create and support that climate through imaginative and appropriate training programmes for all personnel concerned (Opatha, 2019).

Contribution of the Study

In Sri Lankan context, apparel manufacturing firms play an important role as they are contributed to the country's economy effectively while solving the unemployment problems in Sri Lanka to a high extent. As mentioned earlier, this research provides a significant contribution to a new knowledge by filling an empirical gap among the current studies. Hence, this study will contribute to update the facts on workers' turnover intention by which the companies can consider the problem of higher turnover, to have control over it. Also, the study highlights the importance of introducing a set of FFPs in apparel firms as it proved that it decreases the intention to leave with the mediating variable of OCB. This model has not been studied much in the literature and thus, the empirical evidence supports to fill the literature gap.

The findings of this study will have significant practical implications for organizational practice. The contribution is that, if organizations can encourage FFPs, employees will be able to enjoy the role of parenting and also employees can balance their work and family life. As the majority of the workforce is female in the surveyed organizations, it is much important to introduce FFPs to support them to balance their roles with partners and give them time to enjoy the role of parenting. The results of study imply that the organizations which have financial difficulties to invest in physical facilities, are in a position of introducing flexible working hours, arrangements to balance shift work, special leaves, family-supportive supervisors,

rewarding them with special allowances etc. so as to make workers feel the belongingness and increase their OCB resulting in that their turnover intention gets reduced. Hence, hopefully, the users (the apparel company management) of the findings are in a good state to take some specific solutions to their employee turnover problem, as it is a common and serious issue prevailing in these companies at present.

Limitations and Direction for Future Studies

There is no such comprehensive published research directly relating to this research topic in the Sri Lankan context, therefore, most of the literature were supported through international studies. Moreover, one of the limitations is that the researchers have considered only 354 respondents out of 3100 worker level employees, who are only in a specific geographical area. Another limitation of this study is that the effectiveness of each practice on the employees is not identified individually. Future researchers can take several actions to improve this research further, by overcoming the study limitations. Women-workers in health, insurance, banking, IT and different service sector or any other shift basis workers can also be considered in future studies, as they struggle much to deal with work-family conflict. And the researchers could focus on exploring the relationship between FFPs and employee intention to quit with other related mediating variables, other than the OCB. Future research can also be conducted by taking different variables' relations such as the relationship between FFPs and employee satisfaction or commitment. Moreover, religion can also be studied as it is part of an individual's norms.

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