

Article

Can Decent Work Explain Employee-Level Outcomes? The Roles of Work–Family and Family–Work Conflict

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Abstract: Decent work (DW) has emerged as a growing paradigm for all, entailing fundamental principles and rights at work which can pervade all human resource management (HRM) practices. While studies on DW are generally examined on macro levels, such as social, economic, legal, and political, the rising emphasis to realize the Sustainable Development Goal (SDG) No. 8 of the UN and highlight the importance of quality of employment in this paper we draw our attention to the DW concept at the micro level. The purpose of this study is to explore whether DW is associated with ‘employee performance’ and ‘intention to leave’. Additionally, the aim is to investigate whether work–family conflict (WFC) and family–work conflict (FWC) can serve as moderating variables under the job demands–resources (JD–R) model. Data were collected from employees working for 392 organisations, who represented their companies at a national career fair in Turkey. The results have revealed the role and importance of securing DW as a significant job resource for sustaining positive employee outcomes, including high performance and a reduced intention to leave. Furthermore, the study has shown that while WFC has moderating effects on performance and employees’ turnover intentions, FWC serves as a moderating variable, weakening the relationship between DW and intention to leave in case of adverse family demands.

Keywords: decent work (DW); employee performance; intention to leave; work–family conflict (WFC); family–work conflict (FWC)



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1. Introduction

At the turn of the twenty-first century, dating back to the ILO’s history within the United Nations (UN) as of 1919, decent work (DW) has emerged as a growing paradigm for all people, entailing fundamental principles and rights at work which can pervade all human resource management practices. Securing decent work for all alleviates inequalities, increases people’s purchasing power, enhances social protection, and gives rise to more inclusive and sustainable economic development. DW, at this point, can be proposed as an ‘employee-centred approach’ [1] that provides employees with physically and interpersonally safe working conditions, access to health care, adequate compensation, adequate workload and working time [2], opportunities to learn and gain professional positions, satisfaction through career development processes [2–5], and the facilitation of goal accomplishments (e.g., social support, autonomy, and task significance) [6]. A hundred years ahead in 2019, DW has been declared to be one of the sustainable development goals (SDGs) of the United Nations (U.N.) focusing on the importance of quality of employment, safe and secure working environments, and social protection for all.

Work is considered a central aspect of people’s lives, which drives them to make it a fulfilling and productive activity. In today’s fierce competition, employees, in particular white-collar workers, are generally pushed to work harder and show high performances in

the context of digitalization and Industry 4.0, which can put them under serious pressure, giving rise to negative work-related outcomes and the deterioration of their health and well-being. This draws attention to the fact that employees should be provided with a decent working context and that the importance of quality of employment and social protection should not be overlooked.

As a matter of fact, every job that people hold is surrounded by both job resources and job demands. Job resources refer to those physical, psychological, organizational, and social aspects of the job that can be exemplified as job autonomy, feedback, access to social support, a high-quality supervisor relationship [7], adequate working time and workload distribution, opportunities for personal and professional development as well as the provision of adequate remuneration, health, well-being, and security conditions [2–4]. Given the increased competition of modern times, higher levels of job demands accompanied by high work pressure, work overload, and other job stressors, i.e., job insecurity, work can turn into an exhausting experience. In cases in which the job demands exceed the job resources, these exceeding demands can hinder job resources, thus creating detrimental employee outcomes, such as low performance, intention to leave [8–10], and also health-impairing effects, e.g., acute fatigue and exhaustion [11]. Given the inevitability of high job demands in the current work environment, the idea of increasing job resources can be further acknowledged as buffering the negative outcomes of job demands. These arguments, in line with the literature [12,13], leads us to propose that the DW construct might well fit into the job demand–resources (JD–R) framework, which has been used in scholarly research to explain how working conditions influence employee behaviour, e.g., absenteeism, performance, and client satisfaction [14–16]. Central to the JD–R model is that adequate amount of resources can buffer the negative outcomes of job demands [8–11]. Hence, we propose that the availability of DW conditions in the workplace should be interpreted as the ‘job resources’ an employee utilizes in the workplace. The unavailability of decent working conditions can be associated with adverse job demands, while securing such conditions can help buffer the negative effects of job demands on employee outcomes [12].

Given DW was originally developed to examine its availability at a societal level [17], it has been criticized for its lack of focus on work life experiences at the individual level [18]. Nevertheless, there exists some recent empirical research on DW, which found significant associations with some employee-related outcomes, such as work motivation and psychological capital [2,4,19], well-being [17,20], work engagement [3], and employee trust [19,21]. By relying on the social justice aspect of decent work at a macro (societal) level, in this study we aim to contribute to fill in the gap regarding the testability of decent work as a set of practices at the individual level and the applicability of social justice in the context of employees. Therefore, our research is novel as it explores whether the availability of DW plays an important role in two plausible outcomes at the employee level: ‘employee performance’, as proposed by Ferraro et al. [2,4], and ‘intention to leave’, as held by Arnoux-Nicolas et al. [22]. According to the JD–R Model, an adequate amount of job resources—DW conditions—can buffer the negative outcomes of job demands, thus leading to higher employee performance and a reduced intention to leave [8–10].

The relationship of DW practices with performance and intention to leave may not be a direct one, as there may be other contextual factors that can alter the strength, level, and presence of these relationships. Increased competition and new technologies have changed work demands, i.e., the need to manage higher complexity, generate new knowledge, increase skill variety, and intensify work effort [23]. As a consequence, individuals have started to take on more and different roles, each bearing new responsibilities and expectations [24]. However, people have limited personal resources (e.g., time and energy), which makes it difficult for them to participate and meet the expectations of all their roles. The result is an increase in work–family conflict (WFC) and family–work conflict (FWC), the impact of which we aim to investigate in terms of the DW employee-level outcomes. While WFC addresses inter-role conflicts, whereby demands from the work domain can interfere with the family role requirements [25], FWC arises when family responsibilities

affect one's job demands [26]. It is also crucial to understand and address white-collar workers' perceptions about DW, which has so far generally been studied among blue-collar workers [27].

We examine whether WFC and FWC conflict can play moderating roles and influence the magnitude and/or direction of the relationship between DW conditions, employee performance, and intention to leave, respectively, under the JD–R model, e.g., [11,28].

The present research contributes to the existing literature as follows. First, by integrating the DW construct into the JD–R Model, we make a contribution by providing findings on white-collar employees' perceptions about the role and importance of securing DW as a significant job resource for sustaining positive employee outcomes, such as their performance, and as a buffer to reduce turnover intentions when faced with adverse job demands. Second, the study is aimed at obtaining a deeper understanding of the strength of WFC and FWC as moderating variables in the relationship between DW, employee performance, and intention to leave. Third, DW has, for the most part, been investigated for its impact at a societal level. We address this gap in the literature by taking a micro-level examination of DW practices and its influence on employee outcomes. Fourth, the present study contributes to the literature by drawing upon data from a Turkish sample, since most research on DW, WFC, and FWC has been focused on the Western world. Turkey represents a particularly interesting cultural context for examining WFC and FWC [29] (p. 454), given that it is a country that shares elements of both Eastern and Western values with modernity and traditionalism, which might affect work and family interference differently in ways that cannot be generalized to all contexts [30].

2. Theoretical Background

2.1. Job Demands–Resources (JD–R) Model

The JD–R model proposes that all working environments and job characteristics can be classified into two different categories, namely job demands and job resources. Job demands involve those factors, such as work overload, role ambiguity [31], role conflict, and role stress [7], that put physical, social, psychological, and/or organizational pressure and strain on individuals which compels them to exert physical, psychological, and/or cognitive effort [32]. Job demands are divided into the dimensions of challenge and hindrance. Challenge demands can be exemplified as work load, time pressure, and cognitive processing requirements, which require a lot of effort but pave the way for goal achievement. In contrast, hindrance demands are obstructive and include job insecurity, organizational constraints, role ambiguity, interpersonal conflict, administrative hassles, rather inadequate resources [33], work overload, and excessive working hours [34], thereby preventing good employee morale, well-being, and job performance. Job resources refer to those factors that help reduce job demands, particularly alleviating the negative effects of hindrance demands and the associated physical, psychological, and cognitive costs in order to facilitate goal accomplishment (e.g., autonomy and task significance) [12] and also to allow for more personal learning and development [12,35]. The JD–R model proposes that the interaction between job demands and job resources displays itself in a way that job resources may buffer the negative outcomes of job demands, such as strain, burnout, and poor performance [12,34].

Previous studies have considered the JD–R model highly important in an organizational context as it enables professionals and organizations to recognize the factors related to motivation, performance, and employee well-being. One such study has found the role of job resources in the prevention of exhaustion [36]. Xanthopoulou et al. [37] have also found that employees provided with sufficient resources in their work environment are able to perform their tasks successfully, facilitating their work engagement. Bakker and Demerouti [14] also argue that job resources (i.e., autonomy, social support, fulfilling work, and performance) become particularly important and useful when the job demands are highly challenging.

2.2. Decent Work Construct

Dating back to the ILO's history within the United Nations (UN) since 1919 [38], the “decent work” (DW) concept has thus been evolving for more than a century, arriving at its current framework and definition as a consequence of a series of conferences, declarations, treaties, etc. [39]. The concept formed the basis for raising awareness of working conditions, social justice, and human rights [40]. The official introduction of the DW construct was proposed by the International Labor Organization (ILO) in the 87th session of the International Labor Conference in 1999 as “productive work in which rights are protected, which generates an adequate income, with adequate social protection” [41] (p. 13).

Ever since recent decades, the DW concept has further increased in importance given today's globalized dynamic workplace contexts [2,4], increased employee responsibilities, [21] and accelerated competition in the workplace. While this changing trend has enabled employees to exercise more autonomy, equipped them for higher productivity, and engendered greater commitment, it has, however, at the same time, put them under further pressure in terms of employer demands, such as setting unrealistic and unachievable goals, excessive responsibilities in job descriptions, and excessive working hours [21]. This can lead to multiple negative outcomes, such as job dissatisfaction and poor work performance, as well as reduced care for the health and well-being of employees [42,43]. These changes have further drawn attention to the DW concept, which in particular has recently been put forward as one of the sustainable development goals (SDGs) of the United Nations (U.N.) in 2019, encompassing the importance of quality of employment and social protection. SDG No. 8 aims to “promote inclusive and sustainable economic growth, employment and decent work for all”, in which workers have access to “safe and secure working environments” [44].

Taking the ILO documents [45–48] and the substantive elements explained in the Decent Work Agenda as the foundation, Ferraro, Pais, dos Santos, and Moreira [4] developed a Decent Work Questionnaire (DWQ) as a measurement instrument at the individual worker level and identified a number of factors or dimensions from workers' subjective perceptions of the presence of DW conditions in their current job. They came up with seven dimensions of DW, as presented in the table below (Table 1).

Table 1. Decent work dimensions and descriptions.

DW Dimensions	Descriptions
Fundamental Principles and Values at Work	Justice, dignity, freedom, fair treatment at work, acceptance (without discrimination), clarity of norms, trust, solidarity, participation, and mental health comprise the core of the concept of DW and its foundations.
Adequate Working Time and Workload	A decent balance between personal and work life is essential. The efforts made for work, deadlines, shifts, and schedules should be adequate.
Fulfilling and Productive Work	Perception that work has some meaning, contributes to personal and professional development, and creates value for the individual and multiple stakeholders at large.
Meaningful remuneration for the exercise of citizenship	Perception that the remuneration received for work is fair and allows individuals and their families a life with dignity and autonomy, enhancing their well-being.
Social Protection	Perceptions or expectations of workers as to whether they and their family can be socially protected by public or private insurance in case of illness, unemployment, or retirement through a system of social security or that they can be repaid for committed efforts at work in the long run.
Opportunities	Workers' perceptions of the existence of opportunities for their employability and entrepreneurial activities and their perceptions of their degree of optimism for better futures and careers with regard to professional positions, assignments, challenges, learning, income, and benefits.
Health and Safety	Perception of being protected from risks to physical and psychological health at work and of having safe environmental conditions at the workplace.

Note: Based on Ferraro, Pais, dos Santos and Moreira, [4] and ILO [45].

2.3. Work–Family Conflict (WFC) and Family–Work Conflict (FWC)

Work and family are two of the important domains of employees in organizational settings and they might not always be compatible with one another, creating conflicts that give rise to negative outcomes, such as organizational dissatisfaction, psychological distress, lower job performance, etc. [25,49]. WFC takes place when matters at work (severe competition, long and/or inflexible working hours, demanding managers, etc.) affects one's ability to meet the demands associated with the family context (care of elderly parents, kids, household duties, domestic spouse, etc.). On the other hand, FWC occurs when issues at work clash with family responsibility [24,25]. Previous studies have examined and discussed WFC and FWC (i.e., [50,51]). For instance, FWC was found to drive employees' intention to leave their jobs [52], whereas WFC was negatively related with job performance [51,53].

2.4. Decent Work and Employee Performance

Several scholarly studies have examined the relationship between DW and employee outcomes, such as employee motivation [54,55], well-being, and work engagement [13,56], which bear implications for achieving superior performance-related results and coping with challenges in the workplace [13]. At the micro level, a DW environment can be created by organisational efforts to implement employee well-being-oriented HRM practices (e.g., jobs with appropriate workload, role clarity, and employee control, as well as information sharing, employment security, and supportive management), which enable employees to work under good employment conditions and benefit from human capital development opportunities [57]. As many of these practices are in line with the DW principles, employees' perception of DW can be enhanced by organisational efforts to improve their HRM practices [58]. An HRM approach that focuses on well-being-oriented practices can help enhance employee performance [57]. In this respect, other scholarly research has provided evidence that employee-centred practices with adequate compensation, appropriate working conditions, workplace safety and security, and access to the healthcare, as well as a balance between work and private time enable individuals to direct their attention more to their role performance [20]. Hence, we consider that DW plays an important role in enhancing employees' job performance.

2.5. Decent Work and Intention to Leave

Intention to leave or turnover intention refers to an individual's perceived inclination of staying with or leaving the organisation [59]. The literature portrays that the more inferior the working conditions and the more unsatisfactory the remuneration [60], the more likely that the employees will consider leaving their organisation [5,22]. Furthermore, as it may reduce employees' job satisfaction, the lack of congruence in goals and values of the organisation can be an antecedent to employees' turnover intentions [5]. In a similar vein, a negative relationship was found between decent work and intention to leave [61]. Employees' positive perceptions of access to decent working conditions have impacted their turnover intentions [62]. The dimensions of DW mentioned in the table above are used to state the forthcoming hypotheses of our study.

2.6. Model and Hypotheses

2.6.1. Moderating Effects of WFC on DW and the Employee Performance Relationship

When high levels of job demands exist in an employee's work context, such as work overload, pressure to meet deadlines, and job insecurity, the family context of the employee can be negatively impacted, thus giving rise to WFC [11]. When work requirements are inconsistent with those of the family, it is perceived as representing work and family conflict [63]. WFC has been examined in the previous literature for its moderating role. For example, Raza et al. [63] found that WFC moderates the relationship between trait mindfulness and work–family balance. In another context, higher WFC can moderate the association between job demands and employees' work performance [64–66].

While decent working conditions might bear implications for higher employee performance, we also propose that such a potential positive relationship might be alleviated by sources of stress coming from work–family demands. Therefore, we predict (see Figure 1):

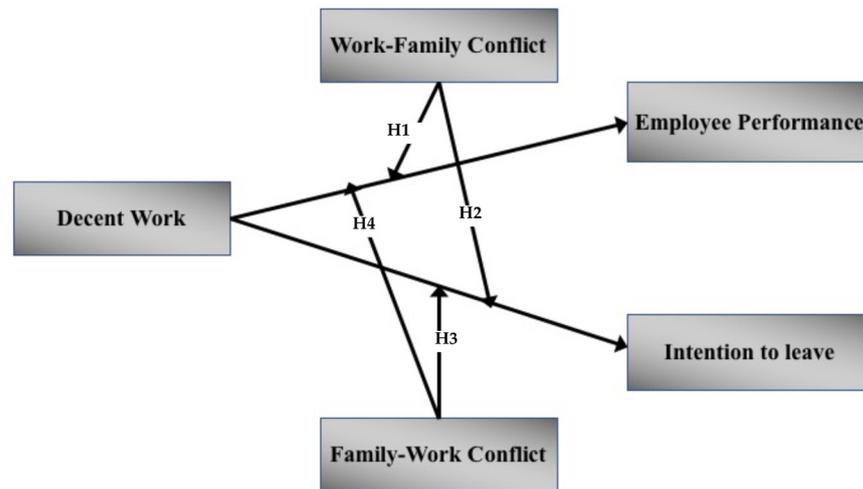


Figure 1. The research model.

Hypothesis 1 (H1). *WFC moderates the relationship between DW and employee performance, such that increased WFC weakens the positive effect of DW upon employee performance.*

2.6.2. Moderating Effects of WFC on DW and Intention to Leave

Intention to leave or turnover intention refers to an individual's perceived inclination of staying with or leaving the organisation [59]. The literature portrays that the more inferior the working conditions, the more likely that the employees will consider leaving their organisation [22]. It is reasonable to assume that when employees cannot fulfil their expectations due to such matters as poor and/or hazardous working conditions, perceptions of job insecurity, or the lack of sufficient remuneration, they are more likely to leave their current employing organisation [5]. Relatedly, there is an inverse relationship between DW conditions and employees' intention to leave.

Moreover, high levels of conflict between various life domains, such as work and family, can compel individuals to manage a certain pool of personal resources [67]. The individuals might have to face WFC due to lack of support at work, particularly from the supervisor. They may have a poor-quality relationship with colleagues at the workplace, which can make them think that they are not cared for by their organisation and lead to them feeling more stressed when they come to work [68]. Moreover, they might sometimes encounter too many stressful work role demands. These demands from work consume employees' limited resources (i.e., time and energy) and make it harder for them to fulfil their obligations with regards to their family roles (i.e., [67,69,70]). On the other hand, in line with the related literature, i.e., [71] even in the case of conflict due to demands from work impacting the family context, as long as DW conditions are maintained at the workplace, employees might be less likely to consider leaving their organizations. Therefore, we propose that (see Figure 1):

Hypothesis 2 (H2). *WFC moderates the relationship between DW and intention to leave, such that increased WFC strengthens the negative effect of DW on intention to leave.*

2.6.3. Moderating Effects of FWC on DW and Intention to Leave

Different scholarly research has presented evidence supporting the negative relationship between DW perception and intention to leave [72–74]. Poor working conditions, such as exposure to physical and mental risks, poor work-life balance, and perceptions of job insecurity, have been found to have an impact and increase employees' intention to leave their organisation [22].

Along with poorer DW conditions, when employees face FWC, such as household and childcare duties interfering with working life when executing their work roles, further psychological distress will be incurred on the employees, which then might lead them to consider quitting as an option in order to eliminate further conflict [67,69]. In this respect, individuals' family related roles are highly important. Researchers have argued that, when people have scarce physical and mental resources, thus making it harder to be devoted to both family and work domains, people are more likely to go for leaving their organisations, rather than deciding to stay [67]. Hence, we propose that (See Figure 1):

Hypothesis 3 (H3). *FWC moderates the relationship between DW and intention to leave, such that increased FWC weakens the negative effect of DW upon intention to leave.*

2.6.4. Moderating Effects of FWC on DW and Employee Performance

While DW plays an important role in enhancing employees' job performance, some sources of stress or support can enhance or reduce this relationship. Family–work conflict, being one of the most crucial stress factors, can occur when family demands become so overwhelming for an individual that they are unable to participate equally in their work role. As individuals exert too much time and mental and physical effort in the non-work domain, they are left with fewer cognitive resources to manage the demands coming from the work domain [75], which then might lower their work performance [76]. Hence, we state the following hypothesis as (see Figure 1):

Hypothesis 4 (H4). *FWC moderates the relationship between DW and employees' performance, such that increased FWC weakens the positive effect of DW on employee performance.*

3. Materials and Methods

3.1. Sample and Procedure

The following survey methodology was used. Data were collected from employees working for 392 organisations, who represented their companies at a national career fair in Turkey. White-collar employees were included in the study. In this context, business owners, managers, supervisors, and professionals or semi-professionals were accepted as white-collar workers [77,78]. The reasons for choosing these participants for this study were in order to comply with the definition of white-collar workers and to ensure participation from all regions of the country. In this way, the problem of sample representation was attempted to be mitigated. In this fair organization held every year, there are representatives of medium- and small-sized companies as well as the largest companies operating in Turkey. Due to the workload of the fair, some participants did not agree to participate in the research. The data of the study were collected by the researcher by having the respondents fill out a paper-pencil question form. It took an average of half an hour to complete the survey due to participants having to understand the questions and needing additional information, as well as the interruptions due to the fair. All questionnaires were collected during the 2-day fair. In order to avoid influencing the respondents, the researcher's role included choosing the appropriate people for the sample, giving short explanations in terms of constructs that are not understood when necessary, and motivating the respondents to participate in the research. While the respondent was filling out the form, the researcher kept a respectful distance and avoided any kind of guidance. In this way, while benefiting

from the advantages of face-to-face surveys, its disadvantages were avoided as much as possible [79].

A self-report questionnaire survey was completed by 227 employees and the response rate was thus 57.9%. The organisations were operating in several sectors. The majority of the sample (58.6%) was male and the mean age was 32.13 years. A total of 34.7% of the participants were employees in managerial positions, 56.4% were married, and 48.9% were working in the private sector.

In the data analysis of research, we first applied various procedures to check the construct validity and reliability of the data. For this purpose, we examined convergent and divergent validity and composite reliability by performing CFA via AMOS 24. To test the reliability of the data, we looked at the Cronbach alpha internal consistency coefficient using SPSS 26. We then performed descriptive analyses that included correlations, means, and standard deviations. SPSS 26 program was used for descriptive analysis. After the validity and reliability of the data were ensured, we proceeded to the hypothesis tests. For hypothesis testing, we performed path analysis through the AMOS 24. These analyses are detailed in the following sections.

3.2. Measures

DW was measured by a 31-item scale developed by Ferraro, Pais, dos Santos, and Moreira [4]. An example item is: "What I earn through my work allows me to live my life with dignity and independence" (Cronbach's $\alpha = 0.95$). WFC and FWC were measured on a 10-item scale developed by Netemeyer, Boles, and Mcmurrian [80]. Five items were used to measure work to family conflict, whilst the other five were used to measure family to work conflict. One sample item for WFC is: "The demands of my work interfere with my home and family life" and one for FWC is: "The demands of my family or spouse/partner interfere with work-related activities" (Cronbach's α for WFC: = 0.90; FWC: = 0.90). Intention to leave was measured with a 3-item scale developed by Cammann, Fichman, Jenkins and Klesh [81], which is a subscale from the Michigan Organizational Assessment Questionnaire. One sample item is: "I often think about quitting" (Cronbach's $\alpha = 0.88$). Employee performance was measured with a 4-item scale developed by Erdoğan [82], and sample item is: "I reach my work goals more than enough" (Cronbach's $\alpha = 0.77$). DW, WFC-FWC, employee performance, and intention to leave were measured with continuous scale. All items (measures) in the survey were presented with a 5-point Likert scale. The items were rated from 1 = "strongly disagree" to 5 = "strongly agree".

3.3. Control Variables

We identified several potentially relevant control variables. Gender is a potentially confounding variable because women are more likely than men to be exposed to work-family and family-work conflict due to gender roles. A similar situation may apply to the marital status of employees. In addition, studies have found some differences in terms of gender and marriage in the evaluation of the results of work-family and family-work conflict [68]. Additionally, it is possible for those in managerial positions and private sector employees with relative job guarantees to differ from others in terms of decent work practices perception. In addition to gender and marital status, those in managerial positions are most stressed and more likely to be exposed to work-family conflict and family-work conflict [83]. We controlled all these variables by including them in the analysis as dummy variables: female = 1, male = 0, married = 1, non-married = 0, private organization member = 1, public organization member = 0, manager = 1, and non-managers = 0.

3.4. Common Method Variance

To solve the common method variance problem, some ex-ante and ex-post approaches have been followed [84]. First of all, the confidence of the respondents to the researchers was ensured by the data being voluntarily based and the anonymity of the responses guaranteed. In addition, the respondents were told that there was no right or wrong answer

and they were asked to answer as honestly as possible. Since the data were collected in the form of questions and answers in a 30-min face-to-face interview, misunderstandings and ambiguity of the statements were eliminated. Secondly, while designing the research, a moderator variable was used based on theory. According to Chang, Witteloostuijn, and Eden [84] (p. 180), “including a non-linear interaction term in the model is likely to reduce CMV because such a complex relationship is, in all likelihood, not part of the respondents’ theory-in use”. Finally, Harman’s single factor test was used [85] as statistical remedy [86] as an ex-post remedy. While this approach does not eliminate possible CMV, it does provide information on whether CMV is a significant problem to assessing the common method bias. In this study, a single factor showed only 31.33% of the total variance, which confirmed that there is no issue regarding common method variance.

4. Results

First, we conducted a CFA on the five variables in our study (i.e., DW, WFC, FWC, employee performance, and intention to leave) to examine their discriminant and convergent validities. Second, we performed a path analysis to test our hypotheses by using AMOS 24.

4.1. Construct Validity

Before hypothesis testing, a confirmatory factor analytic model was performed using AMOS 24 to assess the structure of the variables as well as their convergent and discriminant validities relative to each other. The model testing followed a two-step approach of first specifying and assessing the measurement model, then specifying and assessing the structural model [87]. To assess the measurement model of the study’s variables of interest, namely DW, intention to leave, employee performance, WFC, and FWC, a confirmatory factor analysis (CFA) was performed. This model exhibited good psychometric properties. All observed indicators were specified to load onto their respective latent constructs and no observed indicator was allowed to cross-load. Model fit statistics were selected to capture aspects of absolute, incremental, and parsimonious fit. The measurement model was evaluated through fit indices. The study results showed acceptable fit values ($\chi^2 = 669,850$, $df = 370$, $\chi^2/df = 1.810$, RMSEA = 0.06, CFI = 0.91, TLI = 0.895, IFI = 0.91) in line with the suggested standard values [88–90]. These indices indicate that the structure of the measurement model was good [91].

The results from the CFA met Fornell and Larcker’s [91] guidelines, and these are presented in Table 2. The assessment of convergent validity showed that all items loaded significantly onto their respective factors, with the AVE for each latent construct exceeding 0.50. All measures in the analysis demonstrated acceptable construct reliabilities, with estimates that ranged from 0.776 to 0.927. Additionally, the AVE for each latent construct must exceed the respective squared correlation between factors to provide stringent evidence of discriminant validity [89–92]. Table 2 shows that the composite reliability (CR) score is greater than 0.70 for all the constructs and the average variance explained (AVE) is greater than 0.50. Moreover, CR is greater than AVE in the entire latent variable. In addition, Table 2 shows that the maximum shared variance (MSV) is less than the AVE in the cases of all the factors and the MSV is greater than the average shared variance (ASV). Thus, these meet the threshold as suggested by Gaskin [92] and these criteria support the convergent and discriminant validity.

4.2. Descriptive Statistics

The correlations, means, standard deviations, and alpha levels for the variables are presented in Table 3. Firstly, Table 3 shows the mean scores for the variables. WFC ($M = 3.0$) was at the midpoint, while FWC ($M = 2.40$) and intention to leave ($M = 2.46$) were below. These findings indicated that, on average, FWC and intention to leave were reported to be higher than WFC. On the other hand, total DW practices ($M = 3.45$) and employee performance ($M = 3.8$) were above average.

Table 2. Measures and validation of constructs.

	CR	AVE	MSV	MaxR(H)	Itoleave	DecentWork	WFC	FWC	Emp. Per
Itoleave	0.885	0.719	0.356	0.885	0.848				
DecentWork	0.927	0.647	0.336	0.933	−0.431	0.804			
WFC	0.904	0.653	0.356	0.911	0.597	−0.253	0.808		
FWC	0.908	0.665	0.320	0.925	0.566	−0.025	0.516	0.816	
Emp.Per	0.776	0.539	0.336	0.799	−0.142	0.580	0.039	−0.004	0.734

Composite Reliability (CR), Average Variance Extracted (AVE), Maximum Shared Variance (MSV), and Average Shared Variance (ASV). Reliability: CR > 0.7, Convergent Validity: AVE > 0.5, Discriminant Validity: MSV < AVE, Square root of AVE greater than inter construct correlations.

DW practices were significantly positively correlated with employee performance ($r = 0.474, p < 0.01$), and negatively correlated with intention to leave ($r = -0.390, p < 0.01$) and WFC ($r = -0.229, p < 0.01$), but not significantly correlated with FWC ($r = -0.062, p > 0.05$). WFC was significantly positively correlated with FWC ($r = 0.526, p < 0.01$), whilst WFC ($r = 0.540, p < 0.01$) and FWC ($r = 0.555, p < 0.01$) were positively correlated with intention to leave. Age was negatively correlated with intention to leave ($r = -0.203, p < 0.01$).

4.3. Hypotheses Testing

Before starting hypothesis testing, we first checked for potential collinearity via SPSS 26. We used the variance inflation factor (VIF) to evaluate collinearity problems. As a result of the analysis, all tolerance values were above 0.20 and all VIF values were below the commonly accepted threshold of 5 to 10 [93] (see Appendix A).

To examine the potential influence of control variables [94], we examined the correlation matrix [95]. Managerial position was correlated with decent work practices such that managers had a higher perception of decent work practices than non-managerial workers. Organization type was correlated with family–work conflict such that private organization members had higher levels of FWC than public organization workers. Therefore, we controlled for organization type and managerial position status. We did not control gender because it was unrelated to our variables of interest. Although there was no relationship between marital status and independent variables, we decided to include it in the model because it was associated with performance in the correlation analysis. Accordingly, married employees' performances were higher than those of single employees (as shown in Appendix B).

After that, for this study, Baron and Kenny's [96] method was used to check the moderating impact of WFC conflict and FWC. Additionally, in order to examine the effect of control variables in path analysis, we added dummy variables to the model as suggested by Collier [97]. The results showed good fit values ($\chi^2 = 5.584, df = 5, p = 0.349, \chi^2/df = 1.117, RMSEA = 0.02, NFI = 0.98, TLI = 0.98, CFI = 0.99$). While the control variables, such as organization type ($\beta = 0.051, p = 0.376$) and managerial position ($\beta = -0.088, p = 0.128$), have insignificant effects on employee performance, the marital status effect is small but significant ($\beta = 0.155, p = 0.008$). Accordingly, married employees seem to have higher performances. Moreover, while organizational type ($\beta = 0.066, p = 0.163$) and marital status ($\beta = -0.024, p = 0.618$) do not have an effect on intention to leave, being in a managerial position has a significant effect on intention to leave ($\beta = -0.120, p = 0.012$). Those in managerial positions have a lower intention to leave than non-managers.

Table 3. Descriptive statistics and correlation analysis of the variables.

	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Age	32.13	7.9	1												
2. WFC	3.00	1.13	0.038	(0.90)											
3. FWC	2.40	1.12	−0.043	0.526 **	(0.90)										
4. Intention to leave	2.46	1.27	−0.203 **	0.540 **	0.555 **	(0.88)									
5. Principles	3.47	0.92	−0.034	−0.243 **	−0.051	−0.357 **	(0.84)								
6. Timeload	3.37	0.91	0.034	−0.353 **	−0.102	−0.388 **	0.672 **	(0.73)							
7. Fulfilling	3.65	0.87	0.051	−0.182 **	−0.063	−0.393 **	0.757 **	0.651 **	(0.81)						
8. Social protection	3.16	1.02	−0.003	−0.104	−0.003	−0.199 **	0.630 **	0.605 **	0.645 **	(0.77)					
9. Opportunities	3.41	1.00	−0.040	−0.112	0.031	−0.257 **	0.750 **	0.591 **	0.722 **	0.646 **	(0.81)				
10. Remuneration	3.55	1.08	0.027	−0.118	−0.117	−0.343 **	0.560 **	0.551 **	0.564 **	0.644 **	0.556 **	(0.84)			
11. Health and safety	3.55	0.98	0.008	−0.223 **	−0.088	−0.359 **	0.723 **	0.648 **	0.692 **	0.660 **	0.654 **	0.638 **	(0.76)		
12. Decent Work	3.45	0.80	0.004	−0.229 **	−0.062	−0.390 **	0.891 **	0.803 **	0.870 **	0.823 **	0.849 **	0.752 **	0.844 **	(0.95)	
13. Employee performance	3.80	0.90	0.076	0.063	−0.013	−0.103	0.416 **	0.402 **	0.462 **	0.339 **	0.397 **	0.373 **	0.375 **	0.474 **	(0.77)

** Correlation is significant at the 0.01 level (2-tailed). Internal reliabilities (Cronbach's α) for the constructs are shown in parentheses on the diagonal.

The path model as seen Figure 2 depicts the relationships between decent work practices–employee performance and decent work practices–turnover intention. It also examines whether work–family conflict and family–work conflict have moderating roles in these relationships. According to the model suggested in the study, DW’s impact on employee performance is $\beta = 0.533$, while the entire model explains a total variance of 29% ($R^2 = 0.294$). DW’s impact on intention to leave is $\beta = -0.244$, while the entire model explains a 52% variance in total ($R^2 = 0.524$). The results of the moderation analysis are presented in Table 4. It can be seen in Table 4 that the hypotheses H1, H2, and H3 are supported (for H4, fit values without removing insignificant $FWC \times DW >$ performance path $\chi^2 = 0.397$, $df = 1$ $p = 0.529$, $\chi^2/df = 0.397$, $RMSEA = 0.000$, $NFI = 0.99$, $TLI = 1.094$, $CFI = 1.000$).

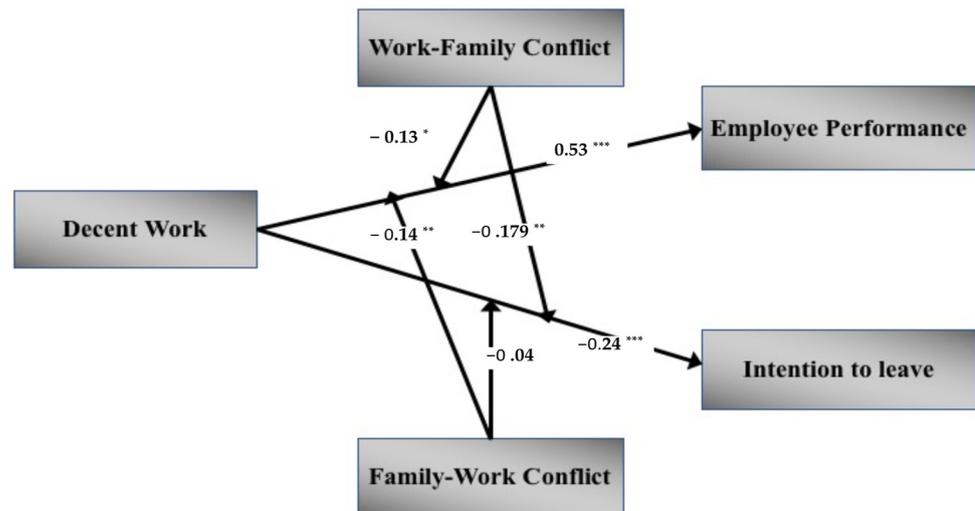


Figure 2. The path diagram of the research model. *** Significance at $p < 0.001$, ** Significance at $p < 0.01$, * Significance at $p < 0.05$. Estimates are standardized path coefficients.

Table 4. The results of the moderation analysis.

Hypotheses	Hypothesised Paths	Standardised Regression Weights (β)	t-Value	p-Value	Results
H1	Zperformance \leftarrow Zdecentwork	0.534	9.202	***	Supported
	Zperformance \leftarrow ZWFC	0.193	3.337	***	
	Zperformance \leftarrow DW_x_WFC	-0.131	-2.304	0.021	
H2	ZIntLeave \leftarrow Zdecentwork	-0.244	-4.939	***	Supported
	ZIntLeave \leftarrow ZWFC	0.228	3.992	***	
	ZIntLeave \leftarrow DW_x_WFC	-0.179	-3.384	***	
H3	ZIntLeave \leftarrow Zdecentwork	-0.244	-5.592	***	Supported
	ZIntLeave \leftarrow ZFWC	0.424	7.500	***	
	ZIntLeave \leftarrow DW_x_FWC	0.146	2.744	0.006	
H4	Zperformance \leftarrow Zdecentwork	0.540	8.963	***	Rejected
	Zperformance \leftarrow ZFWC	-0.098	-1.414	0.157	
	Zperformance \leftarrow DW_x_FWC	-0.048	-0.748	0.454	

*** Significance at $p < 0.001$. \leftarrow shows hypothesized paths.

Table 4 shows the standardized regression coefficients and other figures (Figures 3–5) accompany the results of our hypotheses and discussion as follows:

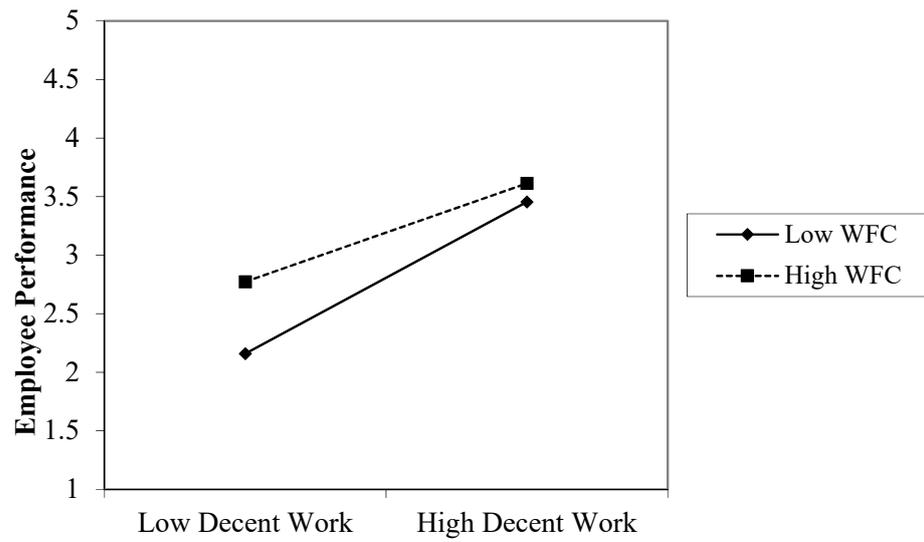


Figure 3. DW-employee performance-relations with WFC.

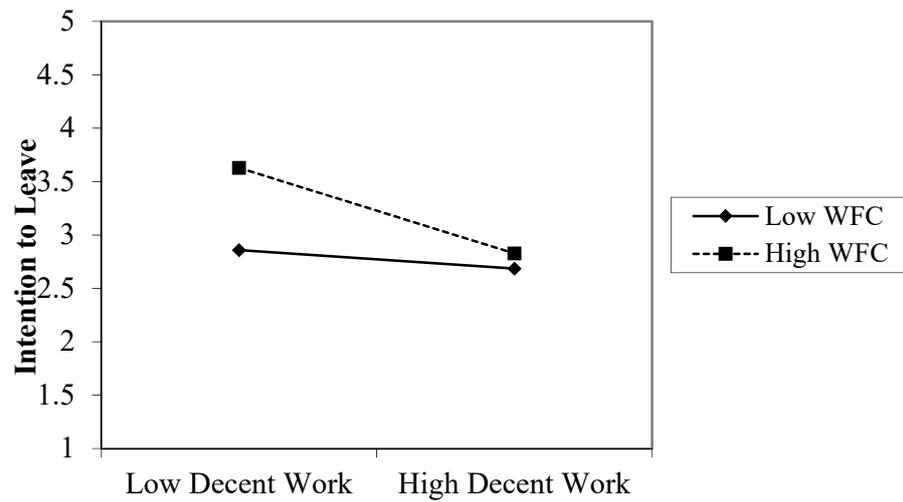


Figure 4. DW-intention to leave-relations with WFC.

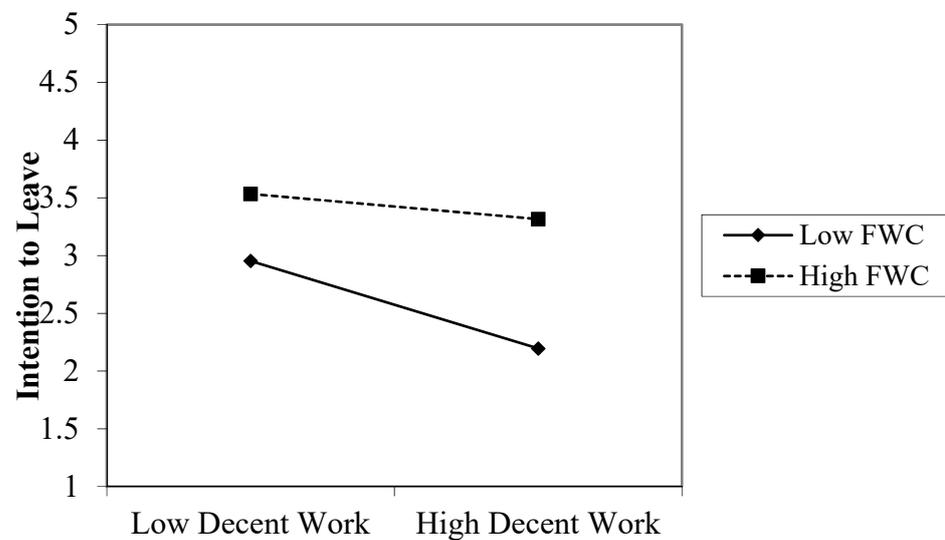


Figure 5. DW-intention to leave-relations with FWC.

According to H1, the interaction term of WFC and DW is significantly associated with employee performance ($\beta = -0.131, t = -2.234, p < 0.05$). Figure 3 indicates that WFC impacts the relation between DW practices and employee performance at high and low values of WFC (one standard deviation above and below the mean constant). When there is a high WFC, the relationship between DW practices and employee performance is weakened. Thus, H1 is supported. That is, WFC dampens the positive relationship between DW practices and employee performance.

Regarding H2, the interaction term of WFC and decent work is also significantly associated with intention to leave ($\beta = -0.179, t = -3.384, p < 0.01$). Relatedly, Figure 4 indicates that WFC impacts the relation between DW practices and intention to leave at high and low values of WFC. When there is a high WFC, then the negative relationship between DW and intention to leave is strengthened. So, we find support for H2.

Considering H3, the interaction term of FWC and decent work practices is significantly associated with intention to leave (see Table 4 above) ($\beta = 0.146, t = 2.744, p < 0.01$). Relatedly, Figure 5 presents the results of the moderation analysis, indicating that FWC impacts the relation between DW and intention to leave at high and low values of FWC. When there is a high FWC, the negative relationship between DW practices and intention to leave is weakened. That is, FWC dampens the negative relationship between DW and intention to leave. Therefore, H3 is supported.

For the final hypothesis (H4), the interaction term of FWC and DW is not significantly associated with employee' performance ($\beta = -0.048, t = -0.748, p = 0.454$) and hence, the moderating role of FWC is not present. Thus, H4 is not supported (See Table 4).

5. Discussion and Conclusions

The results of this study are discussed in relation to the tested hypotheses, which helps in providing a more informed understanding of the effects of the DW context. First, our results reveal that DW has a positive significant effect on employee performance. These findings are consistent with the related literature, which reveals DW's contribution to motivation [27,98] and work engagement [3], both of which are found to be associated with performance [3,27,98]. Furthermore, in alignment with the findings of Travaglianti, Fabrice, Babic, and Hansez [99], our study has found a negative relationship between DW and intention to leave.

In addition, the research has demonstrated the moderating effects of WFC on the relationship between DW and employee performance. That is, while employee performance is positively related with DW conditions, with high WFC, this relationship is weakened. Our findings are, thus, consistent with other studies in which WFC was treated as a moderating variable [100–102]. We posit that when individuals experience high conflict at home arising from work demands (i.e., work overload, increased working hours), they have to tackle higher levels of stress and anxiety, thereby reducing their capacity to perceive, process, and evaluate information [103]. Therefore, also consistent with previous research [104], WFC as a stressor can limit individuals' cognitive resources available for work, thus lowering their performance level.

Second, the findings also reveal that DW has a significant negative effect on employees' intention to leave, which is in line with related previous research findings [22,105]. It is evident that, when an organisation provides employees with fulfilling and productive work accompanied by appropriate working, health, and safety conditions, they will be less likely to leave.

Third, our study has also revealed a moderating effect of WFC on the relationship between DW and intention to leave. This would imply that intention to leave depends not only on DW conditions, but also on the existence of WFC. That is, despite the existence of DW conditions, if employees are exposed to excessive work demands (i.e., time and workload pressures), then the former may be insufficient to meet their family domain needs, which might inhibit their energy and psychological involvement [49]), thus resulting in negative attitudes towards work [103]. Similarly, the literature has also asserted that

WFC is associated with lower organisational commitment [100]. In this respect, even under DW conditions, when faced with WFC, these employees are more likely to leave their organisations, as this would appear to alleviate the positive effect of DW.

Fourth, our study has revealed that FWC has no moderating effect on the relationship between DW and employee performance. Despite contrary research findings (i.e., [76]), this is in alignment with other scholarly work [23], such that the degree to which a person is involved with their family does not influence their performance level as long as DW conditions are secured.

Further, FWC has been found to play a moderating role in the association between DW and intention to leave. Consistent with similar studies, which have argued that the family lives of employees may undermine the results of HR practices (i.e., lower engagement and satisfaction) of the organisation (i.e., [100]), we posit that the family demands on the individual can put them under stress, thus reducing their likelihood of remaining. When organisations are able to take care of employees' family concerns, this can be a positive contributing factor to alleviating individuals' negative attitudes towards staying.

Consequently, our research on contextual factors, such as WFC and FWC playing moderating roles, are important aspects of employees' work and life domains, and the presence of these contextual factors bear negative implications for their work-related attitudes and behaviours. The contribution of the research stems from highlighting the importance of DW within the organisational context and at the individual level of analysis, focusing on employees' perceptions of their working conditions as well as their attitudinal and behavioural outcomes. Limitations and future research implications are discussed in the following section.

6. Implications for Theory and Practice

This study has several theoretical implications. First, it contributes to the literature by filling in the gap regarding the testability of decent work as a set of practices at the individual level and the applicability of social justice in the context of employees. Second, the study highlights the importance of securing DW within the organisational HRM context. In particular, regarding the working conditions of white-collar workers, whose importance is increasing, in the context of digitalisation and Industry 4.0, it is also crucial to understand and address white-collar workers' perceptions about DW, which has so far generally been studied among blue-collar workers [98]. Regarding the concept of DW at the micro level in relation to white-collar workers, this study has found evidence that HRM practices developed in accordance with DW principles help increase employee performance and reduce their intention to leave. In addition, our research findings on contextual factors, such as WFC and FWC playing moderating roles, are important aspects of employees' work and life domains, and the presence of these contextual factors bear negative implications for their work-related attitudes and behaviours.

In this respect, the study contributes to the literature examining how DW-focused HRM practices can even interact with contextual conditions [106], regarding which, WFC has become a common experience for today's white-collar workers [100,107,108], who are more likely to be exposed to more pressure for performance in this digitalised, competitive landscape.

Concerning practical implications, our results indicate that the emphasis on developing, maintaining, and promoting DW conditions can contribute positively to the performance, motivation, and resilience of employees. In the context of DW, showing respect for fundamental rights, fairness, promotion, providing career and development opportunities, social security, health-safety improvements as well as establishing fair incentive and performance-oriented wage and reward systems are all germane to the concept. Pursuing these objectives will foster the improvement of the performance of employees and reduce their intention to leave.

In addition, inducing an organisational culture that promotes work–life balance can alleviate the negative implications of WFC and FWC. For instance, the fact that white-collar employees are dealing with work demands (i.e., by spending more time and energy for

working) that interfere with their family demands (i.e., resulting in less time and energy for family) will result in negative employee attitudes and behaviour (i.e., performance, intention to leave). Therefore, organisational managers should take more care in developing family-friendly human resource policies and practices, which can help individuals to balance their role requirements.

7. Limitations and Future Research Implications

This study has some limitations that should be noted and they can be considered as topics for future studies. First of all, the findings come from a cross-sectional study design and thus, it is not possible to draw definitive conclusions about causal relationships. It would be more accurate to undertake these measurements with different methods. Another limitation is that all the data were based on self-reports. Whilst the statistical analysis performed revealed that common method variance was not a significant problem, the results may be contaminated by the potential effects of such variance [85]. Future studies should collect data from multiple sources to avoid such a problem. Fourth, this study can only be generalised to a limited and defined population. Employees representing their organisations at the fair were taken as the data source. Though these employees are from different organisations operating nationwide, the size of sample limits the generalisability of the findings. That is, care should be taken when applying these findings to a larger, different population. Fifth, findings might be partly related to the composition of the sample, such that some people may consider the family domain as much more important than everything else. Hence, even though these individuals are secure with high DW conditions, they are more likely to leave their organisations when they face a conflict rising from their family domain, thus disregarding the positive influence of DW conditions. Future studies could extend such research to other contexts by taking individual differences into consideration, e.g., gender, education, age, and personality. Finally, this study has been conducted in a context located at the intersection of east and west, one that carries values of both modernity and traditional values [109]. Future research can take a cross-cultural perspective, emphasising the societal cultural dynamics within the DW context at the organisational level.

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Appendix A

Table A1. Collinearity statistics of research variables.

Coefficients ^a		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
Model		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	−0.023	0.058		−0.389	0.698		
	ZGDummy	−0.059	0.060	−0.059	−0.990	0.323	0.914	1.094
	ZOTDummy	0.052	0.059	0.052	0.881	0.380	0.918	1.089
	ZMaritalDummy	0.153	0.060	0.152	2.539	0.012	0.891	1.122
	Zmanager	−0.087	0.059	−0.086	−1.457	0.147	0.916	1.091
	DW_x_FWC	−0.044	0.061	−0.047	−0.712	0.477	0.744	1.344
	DW_x_WFC	−0.082	0.058	−0.093	−1.416	0.158	0.741	1.349
	ZFWC_Total	−0.101	0.071	−0.101	−1.421	0.157	0.637	1.571
	ZWFC_Total	0.254	0.071	0.252	3.556	0.000	0.642	1.559
	Zdecentwork	0.540	0.062	0.538	8.747	0.000	0.848	1.180

^a Dependent Variable: Zperformance.

Appendix B

Table A2. Correlations between research and control variables.

	1	2	3	4	5	6	7	8	9
Age	1								
Marital status	0.544 **	1							
Gender	−0.266 **	−0.266 **	1						
Organization type	−0.238 **	−0.156 *	0.075	1					
Managerial position	0.266 **	0.131 *	−0.061	−0.015	1				
performance	0.076	0.145 *	−0.109	0.104	0.062	1			
Decent work	0.004	−0.013	−0.027	0.126	0.216 **	0.474 **	1		
WFC	0.038	0.025	−0.018	0.089	−0.041	0.063	−0.229 **	1	
FWC	−0.043	0.051	−0.050	0.150 *	−0.089	−0.013	−0.062	0.526 **	1

** Significance at $p < 0.01$, * Significance at $p < 0.05$.

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