

## The Impact of Perceived Organizational Support, Work-family Conflict, and Emotional Exhaustion on Turnover Intention in Chinese Liquor Enterprises

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### Abstract

This study investigates the impact of perceived organizational support, work-family conflict, and emotional exhaustion on turnover intention in liquor enterprises. This study reports the results from an online questionnaire survey on 361 employees in the liquor enterprises in Guizhou, People's Republic of China. The findings based on multiple regression analysis show that perceived organizational support, work-family conflict, and emotional exhaustion significantly affect turnover intention. The research results contribute to knowledge by choosing work-family conflict and emotional exhaustion as occupational stressors and prove that these are two stressors and perceived organizational support positively affects turnover intention. In summary, the findings serve as a guiding principle for managers to deal with reducing employee turnover intention problems among employees, improving perceived organizational support like pay increases, and improving the accommodation environment for employees. Managers should be concerned about employees' mental health and work-family conflict, encourage them to work hard and give employees appropriate rewards - such as holidays.

**Keywords:** Work-family conflict, Emotional exhaustion, Turnover intention

### Introduction

Many employees worldwide consistently contemplate leaving their jobs and looking for other opportunities because they believe doing so would lead to better benefits, job stability, and experiences, or it will allow them to avoid problems at their current position. These issues, regrettably, also affect Chinese enterprises (Zhang et al., 2020). A significant amount of employee turnover in the country, particularly in the liquors industries, forces businesses to deal with several problems, including a lack of skilled workers, lost productivity, lost business to competitors, and expensive hiring and training expenses.

In 2022, liquor enterprises above the designated size in Guizhou achieved an output value of 120.44 billion yuan, an increase of 38.7%, and industrial added value increased by 36.1%, accounting for 26.2% of the province. The quality and efficiency of the liquor industry in Guizhou Province has been steadily improved, and the industry's leading role is prominent. The overall

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strength of Guizhou liquor enterprises has increased significantly. By the end of 2022, Guizhou Province will have 550 liquor production license enterprises, 7173 registered and issued small liquor workshops, 180 liquor enterprises above designated size, and 27,831 liquor sales companies (Shi et al., 2023). Liquor reflects the prosperity of China's economy and is the most potential super-scale market in the world with excellent development potential (Wang, 2023).

The critical resource in any business is its employees, and the most successful businesses are those that manage human capital more skillfully by investing in their staff, encouraging them to invest in themselves, and creating settings conducive to learning. However, the incidents of company failures, restructurings, mergers, and layoffs worldwide have been brought on by economic globalization and have significantly impacted employees' work attitudes and organizational trust (Sun, 2019). Perceived organizational support is the employees' opinions of how much their company values their contributions and is concerned about their well-being (Thompson et al., 2020). In particular, perceived organizational support becomes even more important for employees to overcome any difficulty and threat when faced with a crisis (Suthatorn & Charoensukmongkol, 2022).

In today's workplace, changes like downsizing, technological developments, pressure from global competition, and a customer-centric culture are causing much occupational stress (Rangrez et al., 2022). It affects employees' health and the organization's ability to run smoothly by leading to job unhappiness, absenteeism, poor performance, and high turnover intentions among employees (Yousaf et al., 2020). The effects of high turnover rates on organizations are inevitable (Hu et al., 2022). Organizations face several issues due to employee turnover, including costs associated with training and recruitment, personnel replacement, the loss of skilled labor, and disruptions to business operations (Gull et al., 2023). It can be challenging to measure turnover scientifically and practically (Hu et al., 2022). The direct predictor of turnover behavior, turnover intention is the first stage in personal turnover behavior and can successfully forecast personal turnover behavior (Ghosh et al., 2019; Li et al., 2022; Ren et al., 2022). Therefore, researchers in various fields generally use turnover intention to predict individual turnover behavior, and this study also uses the index of turnover intention. In short, China is still the largest developing country in the world, and the study of turnover intention is an important topic. Here, the authors choose perceived organizational support, work-family conflict, and emotional exhaustion to explore the relationship between these factors and turnover intention.

In previous studies, the test of the relationship between perceived organizational support and turnover intention gave different results for different samples. There has been much discussion about the sources of work stress, but the combination of work-family conflict and emotional exhaustion is rarely seen, and the association between emotional exhaustion and turnover intention does not seem to have been widely studied. Zhang et al. (2020) took work-family conflict as a source of stress for nurses and studied its impact on turnover intention. Although there have been some studies on the above variables and their relationships, no studies have been found that are related to all three variables simultaneously, so this study is of practical significance. Therefore, this study investigated the effects of perceived organizational support, work-family conflict, and emotional exhaustion on turnover intention in liquor enterprises. In

China, the research on the turnover intention of liquor enterprises is insufficient. The results of the study are considered helpful for managers of liquor enterprises. In addition to improving the existing incentive system to reduce the employee turnover rate, we also propose ways to care for the family conflicts and emotional health of employees, which is considered an important contribution of this paper to the literature on turnover rate.

## Purpose

To investigate the impact of perceived organizational support, work-family conflict, and emotional exhaustion on turnover intention in liquor enterprises.

## Literature Review

### Perceived Organizational Support

Organizational support theory and the concept of perceived organizational support were developed by Eisenberger et al. This organizational support theory overcomes the limitation of previous studies that emphasize the importance and concern of the organization to the employees is the crucial reason that the employees are willing to stay in the organization and contribute to the organization, thus providing a new way to solve the problem of the employee-organization relationship (Eisenberger et al., 2020).

Perceived organizational support is when employees feel their organization values their contributions and cares about their well-being (Ghosh et al., 2019). Salvador et al. (2022) declared that perceived organizational support has the most vital relationship with turnover intention. Jing & Yan (2022) similarly found the same outcomes in a Chinese study, finding that perceived organizational support lowers turnover intention.

### Occupational stress

Employees who experience excessive occupational stress may find it challenging to manage their work and family roles (Han & Mclean, 2020). As Andreeescu & Vito (2021) noted, work-life conflict is a stressor that affects police officers' organizational commitment and intention to quit. Investigating work-family conflict is crucially essential in a collectivist country like China.

Individuals experience burnout due to occupational stresses when they are physically and emotionally exhausted from their jobs (Hu et al., 2022). According to Maslach & Leiter (2008), emotional exhaustion is a standard indicator of burnout and the point at which people start to feel overextended. Exhaustion can have expensive organizational consequences, such as increased turnover and employees willingly departing, which harm work output (Salyers et al., 2015). Regarding occupational stress, the research included items to capture work-family conflict and emotional exhaustion.

### Work-family Conflict

Work-family conflict (WFC) occurs when job demands collide with the time or attention given to the family, such as inflexible or unbalanced work schedules, work overload, and other types of occupational stress (Baral & Bhargava, 2010). According to the result of research done by Gull et al. (2023), work-family conflict has a positive relationship with the turnover intention

of healthcare workers. The research findings show a significant positive relationship between WFC and turnover intention among selected bank employees (Aboobaker & Edward, 2020).

### Emotional Exhaustion

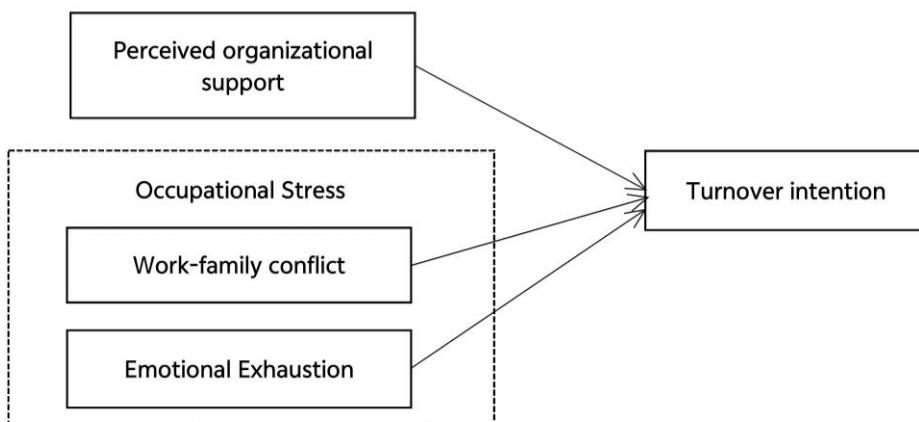
Emotional exhaustion is described as a condition of emotional over-extension and tiredness brought on by one's line of work (Hao et al., 2015). It is characterized by feeling physically fatigued and mentally and emotionally "exhausted" (Gull et al., 2023). According to Bentein et al. (2017) expect that emotional exhaustion will directly impact the intention to leave the organization, followed by actual departure. The findings have examined that emotional exhaustion positively relates to the intention to leave the organization.

### Turnover Intention

Turnover is mainly aimed at the behavior of enterprise members who receive monetary compensation to break off the employment relationship with the enterprise (Newman et al., 2011). It is generally believed that employees will have turnover behavior when turnover intention reaches a certain level (Salvador et al., 2022). Gautam & Gautam (2022) claimed that employee turnover intention influences not only recruitment and training but also organizational image and revenue.

Turnover intention is usually regarded as the direct antecedent variable of turnover behavior, which has a strong predictive ability for turnover behavior (Griffeth et al., 2000). It is generally accepted that one of the most efficient ways to lower accurate employee turnover is to identify and address the antecedents of turnover intention (Lim et al., 2017). Figure 1 shows the conceptual model of relationships between variables. Therefore,

Hypothesis 1: Perceived organizational support, work-family conflict, and emotional exhaustion affect turnover intention.



**Figure 1** Conceptual framework

### Methodology

This research sample is the liquor enterprises' employees who volunteered as research participants. The sample was selected based on a simple random sampling method in the survey sample size. The ratio of observation to variables is 10-20: 1, which has also been suggested, meaning that 15 observations are made for each independent variable (Hair et al., 2010). To

calculate the sample size in this study, the questionnaire with 27 items (questions) would require 405 respondents.

The study was designed as quantitative research. The self-administered online questionnaire was employed as an instrument for this study. This questionnaire, partially adapted from theory and based on past literature, was segmented into three variables. This questionnaire was composed of three parts: part of participants' personal information, part of indications of perceived organizational support (10 items) adapted from Eisenberger et al. (2020), work-family conflict (6 items) adapted from Matthews et al. (2012), emotional exhaustion (6 items) adapted from Wharton (1993), and turnover intention (5 items) adapted from Kelloway et al. (1999) and Nissly et al. (2005), and part of other feedback, comments, or suggestions from participants. Questionnaires asked respondents to rate their extent of satisfaction using a five-point Likert scale ranging from 1 = strongly disagree to 5 = strongly agree.

In the instrument development process, experts will adjust and approve all questions in the questionnaire. Following that, three experts in the relevant field are brought in to examine those questions for content validity. The experts' total scores determine the Index of Item Objective Congruence: IOC value should be from 0.50 and higher (Rovinelli & Hambleton, 1976). In addition, the reliability value of the questionnaire of this research by three experts and the content validity of the questionnaire has values ranging from 0.60 to 1.00.

The survey was conducted in China, so we used the back-translation approach to convert all items into Chinese. The procedure for cross-cultural adaptation will be outlined in the translated questionnaire to translate and validate the questionnaire (Beaton et al., 2002). First, forward the translation to Chinese (one professional translator will translate the questions independently). Second, backward translation to English (the questions in the Chinese version will be translated backward independently by one professional translator). The final questionnaire was approved after being submitted to the ethics committee.

In Table 1, the reliability coefficient of this research will use the method of Cronbach's alpha coefficient (Cronbach, 1951). A pre-test of the Chinese version's questionnaire with a targeted sample of 40 participants will be taken to try out. To test the internal consistency of this questionnaire by Cronbach's alpha value, Hair et al. (2010) suggested that the cutoff point to estimate the reliability of one construct is 0.70.

**Table 1** Results of the Cronbach's alpha coefficient of variables

Variables	Number of items	Cronbach's alpha coefficient
Perceived organizational support	10	0.960
Work-family conflict	6	0.780
Emotional exhaustion	6	0.940
Turnover intention	5	0.880

## Results

The simple random sampling method was employed to collect data from participants who work in a liquor company in Guizhou, People's Republic of China. They are distributing the link for the online questionnaires to participants by the researcher. The data collection period lasted for 2 months; the researcher will check the returned questionnaires for online surveys.

The final sample consisted of 361 employees. The final sample consisted of 137 male employees (37.95%) and 224 female employees (62.05%); most married in 58.45%. The largest group with bachelor's degrees is 50.14%, while 72.02% participation was on the operative level. The participation's information is shown in Table 2.

**Table 2** Participation's information (n = 361)

Participation's Information		Frequency	Percent
Gender	Male	137	37.95
	Female	224	62.05
Age	Under 25 years old	37	10.25
	25 - 35 years old	168	46.54
	36 - 45 years old	116	32.13
	Above 45 years old	40	11.08
Marital Status	Single	137	37.95
	Married	211	58.45
	Others	13	3.60
Education	Other degree	121	33.52
	Bachelor's degree	181	50.14
	Master's degree	47	13.02
	Doctoral degree	12	3.32
Occupational Rank	Operative level	260	72.02
	Middle level	86	23.82
	Top Level	15	4.16
Monthly Income Level	Less than 3,000 yuan	33	9.14
	3,001 - 6,000 yuan	129	35.73
	6,001 - 9,000 yuan	131	36.29
	More than 9,000 yuan	68	18.84
Experience	Less than a year	22	6.09
	1 - 3 years	26	7.03
	3 - 5 years	112	31.02
	More than 5 years	201	55.68

The average turnover intention is 3.89, which indicates strong agreement; perceived organizational support is 2.57, which indicates moderate agreement; work-family conflict is 3.68, which indicates strong agreement; emotional exhaustion is 3.83, which indicates strong agreement.

Pearson's correlation matrix indicates that all variables are positively correlated. The correlation results show that all variables are linearly related and consistent with the theory, as shown in Table 3.

**Table 3** Results of Pearson's correlations and descriptive statistics

Variables	TI	POS	WFC	EE
Turnover Intention (TI)	1.000			
Perceived Organizational Support (POS)	0.560**	1.000		
Work-family Conflict (WFC)	0.529**	0.313**	1.000	
Emotional Exhaustion (EE)	0.589**	0.399**	0.377**	1.000
Mean	3.89	2.57	3.68	3.83
S.D.	1.07	1.22	1.07	1.06

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

Furthermore, the variance inflation factors (VIF) are smaller than 10, as Hair et al. (2010) recommended. The VIF result suggests that all variables undetected multicollinearity and independent variables can be the remaining predicted variables in the multiple regression model. The data from participation was used to evaluate the hypothesis. Multiple Regression Analysis was performed to understand better the effects of perceived organizational support, family conflict-work and emotional exhaustion on turnover intention.

**Table 4** Results of Multiple Regression Analysis

Variables	Coefficients				
	B	SE	t	Sig.	VIF
(Constant)	-0.621	0.571	-1.088	0.277	
POS	0.139	0.017	8.312	0.000	1.234
WFC	0.268	0.036	7.515	0.000	1.210
EE	0.299	0.035	8.520	0.000	1.298

R=0.738, R-Squared=0.545, Adjusted R-squared=0.541, F=142.579, Sig.=0.000

Note: POS = Perceived Organizational Support, WFC = Work-Family Conflict, EE = Emotional Exhaustion, and Dependent variable: Turnover Intention (TI).

Multiple regression analysis was used to test this study, which is presented in Table 4. Hair et al. (2010) recommended that the variance inflation factors (VIF) range from 1.210 to 1.298, which is lower than 10. The VIF result indicates that the remaining predicted variables in the Multiple regression model might contain all variables with undetected multicollinearity and independent variables. The value of adjusted R squared is 54.10%. The variation in turnover intention can be explained at only 54.10% by these identified determinants of perceived organizational support, work-family conflict, and emotional exhaustion.

It is noted that the sig values of perceived organization support, work-family conflict, and emotional exhaustion are less than 0.05, which means that perceived organizational support, work-family conflict, and emotional exhaustion significantly impact turnover intention, which supports this study hypothesis. Based on the data in Table 4, the following equation for multiple regression was developed for this study:

$$Y_{TI} = -0.621 + 0.139X_{POS} + 0.268X_{WFC} + 0.299X_{EE}$$

According to this equation, we can calculate the turnover intention of liquor enterprises under particular perceived organizational support, work-family conflict, and emotional exhaustion within a reasonable range. However, there are some professional errors in calculating turnover intention based only on perceived organization support, work-family conflict, and emotional exhaustion as the three indicators of turnover intention, which this model can explain.

## Discussion

According to the above analysis of data collected over two months in 2023, Most of the respondents in the survey were female, accounting for 224 with 62.05%, and 168 respondents 46.54% were aged 25-35 years old. Most respondents were married with 58.45%, while the largest group had bachelor's degrees with 50.14%. The average work-family conflict, emotional exhaustion, and turnover intention were all above 3.50, indicating strong agreement. The average of perceived organizational support was 2.57, which indicates moderate agreement. The multiple regression analysis results show that a significant influence of perceived organizational support, work-family conflict, and emotional exhaustion significantly impacts turnover intention.

From data analysis, perceived organizational support influenced turnover intention significantly directly. This result coincides with a previous study by Madden et al. (2015), which revealed that perceived organizational support was significantly related to turnover intention for healthcare employees. This result is consistent with Salvador et al. (2022), who found that the significant effect of perceived organizational support (affective and cognitive) on turnover intention was proven, while affective perceived organizational support had the strongest relationship with turnover intention. This study found no evidence of a negative relationship between employee-perceived organizational support and turnover intention in liquor enterprises. This is inconsistent with the findings of Jing & Yan (2022), who reported a significant negative relationship between organizational support and turnover intention in the research background of Chinese enterprises. The results may be produced in different organizational contexts, which could explain the current study's findings.

Another important finding is that, among the predictors considered in the model, work-family conflict positively affects turnover intention in liquor enterprise employees. Consistent with existing literature, there was a significant relationship between work-family conflict and turnover intention (Aboobaker & Edward, 2020; Li et al., 2022). Previous research (Gull et al., 2023) found support for the positive relationship between work-family conflict and turnover intention of healthcare workers. According to the result, work-family conflict may predict nurses'

intentions to leave their positions. This finding also follows the finding reported by Zhang et al. (2020), who found that work-family conflict positively relates to turnover intentions among Chinese nurses. So, when coping with work-family conflict, nurses may think quitting their jobs are preferable.

A third promising finding is that emotional exhaustion is positively associated with turnover intention. This finding provides evidence that emotional exhaustion influences turnover intentions among employees in liquor enterprises, similar to the study reported by Salzmann et al. (2023). In this research, emotional exhaustion is highly associated with high occupational turnover intentions in the health and social care sectors. The results are also consistent with the well-documented findings on the positive effect of emotional labor, teacher burnout, and turnover intention in high-school physical education teaching (Lee, 2019), which shows that emotional exhaustion and reduced personal accomplishment will be positively related to turnover intention. The result aligns with other research (Bentein et al., 2017; Kyei-Poku, 2019). By contrast, Bentein et al. (2017) find more about the indirect effect of emotional exhaustion on turnover intention, in which emotional exhaustion mediates the relationship between occupational dis-identification and intention to leave the organization.

## Conclusion

In conclusion, this study investigated the impact of perceived organizational support, work-family conflict, and emotional exhaustion on turnover intention in liquor enterprises in Guizhou Province, People's Republic of China. The results show that perceived organizational support, work-family conflict, and emotional exhaustion significantly affect turnover intention. Moreover, work-family conflict and emotional exhaustion significantly positively affect turnover intention. Entrepreneurs who want to reduce turnover rates need to work on these three areas. Guizhou liquor has been dispersed from the development of small enterprises to the current promotion of industrial transformation and upgrading, cleaning out 632 liquor enterprises, upgrading 995, and striving to improve quality (Shi et al., 2023). The development of liquor industry is also inseparable from the demand for enterprise talent. This document can provide some new ideas for liquor enterprise managers and contribute to talent retention.

## Suggestions

Based on a review of literature and findings in this research, the recommendations for liquor enterprises management. According to the research results, policymakers should pay more attention to the demands of employees and consider the feasibility and rationality of the system from the perspective of the needs of employees. In particular, secure, reliable perceived organizational support for employees within the reasonable scope of the enterprises. They should also be aware that employees' work-family conflicts and emotional exhaustion significantly impact employees' turnover intention and care about these aspects to reduce employee turnover intention and enterprise costs. Entrepreneurs should continue to focus on employee benefits and consider the organizational support employees need to perceive. For example, pay increases,

reduced workload, improved employee accommodation environment, etc. In addition, paying attention to employees' work-family conflicts are one of the most powerful strategies entrepreneurs can use to reduce employees' intention to quit, especially in the context of Confucian traditions such as China, where employees value family harmony and work-friendly balance as ideal life concepts (Zhang et al., 2012). If used correctly, enterprises can achieve cost savings by reducing employee turnover. Finally, entrepreneurs also need to pay attention to employees' emotional exhaustion because emotional exhaustion also directly affects the employees' turnover intention. Managers should be concerned about employees' mental health, encourage them to work hard and give employees appropriate rewards - such as holidays.

This research study has three main limitations. First, the findings of this research are only helpful for similar populations throughout China, where the employees of liquor enterprises operate in the Chinese service sector. Similar studies need to be conducted in different organizational and corporate settings to generalize these findings to different populations. Second, the researchers only used quantitative research methods to conduct the study. Future researchers can use qualitative methods to carry out research. A third limitation arises from the methodological design of the turnover intention measurement, which lacks a test collection of actual turnover rates at future time points. However, the fact that much previous literature has shown that turnover intention is a strong predictor of actual turnover intention reduces our concern about this issue.

As the result shows, female representation in our sample accounts for 62%. Though we have not considered gender-specific turnover intention among liquor employees, future studies can carefully focus on the impact of various gender gap variables on turnover intention for further comparison. Understand how gender differences affect perceptions of perceived organizational support or other variables on turnover intention outcomes.

Future research may consider multi-level analysis. This study only focuses on the one-way analysis of each independent variable on the dependent variable, and future studies can study the relationship of each independent variable. Some research discovers that emotional exhaustion plays a mediating role in the relationship between work-family conflict and the turnover intention of healthcare workers (Gull et al., 2023). Some research finds that perceived organizational support mediates the relation of interactional justice with emotional exhaustion, which translates to turnover intentions (Kyei-Poku, 2019).

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