Work-Home and Home-Work Conflict and Voluntary Turnover: A Conservation of Resources Explanation for Contrasting Moderation Effects of On- and Off-the-Job Embeddedness

Alex L. Rubenstein, Ph.D. (corresponding author)*
College of Business
University of Central Florida
E-mail: alex.rubenstein@ucf.edu

Vesa Peltokorpi, Ph.D.*
Graduate School of Social Sciences
Hiroshima University
Email: vesa@hiroshima-u.ac.jp

David G. Allen, Ph.D.*
Neely School of Business
Texas Christian University
& Warwick Business School
Email: david.allen@tcu.edu

*Authorship order determined randomly, all authors contributed equally

Work-Home and Home-Work Conflict and Voluntary Turnover: A Conservation of

Resources Explanation for Contrasting Moderation Effects of On- and Off-the-Job

Embeddedness

Abstract

Although greater on- and off-the-job embeddedness are both predominately assumed to constrain voluntary turnover, we theorize how greater off-the-job embeddedness could lead employees facing high interrole conflict to be more likely to quit, though greater on-the-job embeddedness will reduce turnover likelihood in the face of conflict. Accordingly, we hypothesized higher off-the-job embeddedness would strengthen the positive relationship between interrole conflict and turnover, whereas we expected higher on-the-job embeddedness would weaken the positive relationship between interrole conflict and turnover. To ground these diverging perspectives, we adopted the conservation of resources theory approach to job embeddedness (Kiazad, Holtom, Hom, & Newman, 2015), arguing that when employees report significant interrole conflict between work and home domains, they will focus personal resources into those domains in which they are highly embedded (i.e., on- or off-the-job). We further hypothesized that the strength of on- and off-the-job embeddedness moderation effects would differ depending on the direction in which conflict is experienced (i.e., from work-to-home or from home-to-work). Data from 717 working mothers in Japan, with responses collected at three time points over 14 months, largely supported these hypotheses along with some interesting nuance.

Keywords: on-the-job embeddedness; off-the-job embeddedness; interrole conflict; employee retention

Much of adult life involves balancing the often-competing demands between work and nonwork roles. Increases in reported burnout, dual-employed spouses, electronic communication blurring the lines between work and nonwork domains, and employees' need for work-life balance have amplified the importance of exploring this interface in greater detail (Nohe, Meier, Sonntag, & Michel, 2015; Williams, Berdahl, & Vandello, 2016). When role demands excessively encroach from work to nonwork, or vice versa, conflict will be felt, which can result in negative outcomes in both domains (Nohe et al., 2015).

However, these patterns are often complex: For instance, although work-family conflict has been found to have a positive relationship with voluntary turnover (Carr, Boyar, & Gregory, 2008; Greenhaus, Parasuraman, & Collins, 2001; Huffman, Casper, & Payne, 2014; Yang, Bently, Treadway, Brouer, & Wallace, 2018), a recent meta-analysis found considerable heterogeneity around this relationship, implying that moderators might exist that could account for such variation (Rubenstein, Eberly, Lee, & Mitchell, 2018).

Job embeddedness theory (Mitchell, Holtom, Lee, Sablynski, & Erez, 2001) has gained traction in recent years as a valuable framework for understanding voluntary turnover decisions (for reviews, see Jiang, Liu, McKay, Lee, Mitchell, 2012; Lee, Burch, & Mitchell, 2014). Job embeddedness describes the forces that confer personal resource value to an employee and thereby enmesh them in a given domain: on-the-job embeddedness refers to how entrenched one is within an organization, and includes forces like having spent years ascending the ranks to reach a high-status position, or having multiple coworkers dependent on you to do their jobs effectively. Alternatively, off-the-job embeddedness refers to forces entrenching an individual in the non-work, home/community domain, such as active involvement in local functions, nonwork institutional resources and available social support systems, such as from family members and

neighbors, and even how connected one's family members feel to a community (Feldman, Ng, & Vogel, 2012; Kiazad, Holtom, Hom, & Newman, 2015; Ng & Feldman, 2012).

We propose that job embeddedness is an important contextual factor to better understand when interrole conflict may or may not result in employee turnover decisions, for three reasons: First, job embeddedness tenets incorporate how off-the-job factors can influence work-related outcomes; as such, its multi-domain nature makes it inherently commensurate with theory surrounding the work-home interface (Kiazad et al., 2015). Second, embeddedness research suggests that (on-the-job) embedding forces can restrict employee mobility even in the face of unpleasant work conditions. Highly on-the-job embedded employees often stay despite stressors that would push them to quit (Allen, Peltokorpi, & Rubenstein, 2016)—job embeddedness can thus help explain how employees might differentially react to conflicts between work and home roles. Third, recent theoretical advances emphasize embeddedness' important connection with resource conservation. Building on conservation of resources theory (COR; Hobfoll, 1989, 2001), Kiazad et al. (2015) argued that embeddedness can be construed in terms of employees' motivations to acquire, invest in, and protect resources. Conflict between work and home domains is also inherently about resource management (ten Brummelhuis & Bakker, 2012): because resources are finite (Becker, 1965, Goode, 1960), resource-expending activities in one domain make it difficult to fulfill obligations in other domains (Greenhaus & Beutell, 1985; Halbesleben, Harvey, & Bolino, 2009). Thus, conflict between various life domains emanates in part from managing a fixed pool of personal resources, and an embeddedness-as-COR conceptual lens can inform differing patterns of conflict-turnover effects.

In the present study, we invoke the COR theory approach to job embeddedness (Kiazad et al., 2015) to examine how on- and off-the-job embeddedness moderate the relationship between

interrole conflict and turnover behavior. The COR theory approach to embeddedness suggests that as work demands increasingly interfere with nonwork demands, or vice versa, employees will focus a greater proportion of their personal resources into those domains in which they are more invested/embedded (i.e., work or nonwork), which will necessitate foregoing resources in other domains (Halbesleben, Neveu, Paustian-Underdahl, & Westman, 2014; Hobfoll, 1989, 2001). For those reporting higher on-the-job embeddedness, we propose that interrole conflict will be less likely to result in a quit decision, as employees focus resource conservation to the work domain. However, for those reporting higher off-the-job embeddedness, we argue that a higher likelihood of quitting could result, as employees focus resource conservation efforts to the nonwork, home domain. Our research model is shown in Figure 1.

Insert Figure 1 about here

This study provides two main theoretical contributions. First, by examining factors that explain variation in interrole conflict (both work-home and home-work) effects on turnover, we uncover contextual characteristics that reveal how people differently react to negative work conditions. Although previous theorizing largely predicts that higher levels of conflict will result in quitting (Maertz & Griffeth, 2008), boundary conditions of interrole conflict-turnover behavior effects remain largely underresearched. Given the prevalence of interrole conflict felt by much of today's workforce (Williams et al., 2016), which can often result in turnover decisions, it is important to understand contextual factors that mitigate the conflict-turnover relationship, as well as those that might exacerbate it.

Second, by specifying contrasting interaction patterns for interrole conflict and on- and off-the-job embeddedness, we contribute to the embeddedness literature by showing how greater

off-the-job embeddedness does not always reduce quitting (Mitchell et al., 2001). Most previous studies hypothesize that greater on- and off-the-job embeddedness both reduce turnover (Jiang et al., 2012); however, the underlying rationale as to why off-the-job embeddedness negatively predicts turnover remains questionable (Allen, 2006; Crossley, Bennett, Jex, & Burnfield, 2007; Porter et al., 2019; Ramesh & Gelfand, 2010). By invoking the COR theory approach to job embeddedness, we offer conceptual clarity as to why and when conflict-turnover effects diverge as a function of employee embeddedness levels in each domain and, particularly, why and when higher off-the-job embeddedness might actually lead employees to be more likely to quit.

Thus, the purpose of this study was to examine how on- and off-the-job embeddedness differently moderate the relationship between interrole conflict and employee turnover. Our data come from a sample of Japanese women, all of whom were employed full-time and married with children. The sample represents a unique and advantageous demographic to test our hypotheses: In Japan, high levels of gender role stratification make a strong distinction that husbands should work and wives should take care of household duties, children, and elderly relatives (Brinton & Mun, 2015; Ishii-Kuntz, Makino, Katy, & Tsuchiya, 2004; Rich, 2019). Large-scale surveys indicate that Japan has the most gendered division of household labor among developed countries (Fuwa & Cohen, 2007; North, 2009): on average, men spend about 1 hour per day on home duties compared to 5.5 hours for women (OECD, 2015). However, more women have entered the Japanese workforce as full-time employees in recent years (Gender Equality Bureau Cabinet Office, 2019). This combination of having to manage significant amounts of both work and home role demands often generates significant interrole conflict for women relative to men (Sekine, Chandola, Martikainen, Marmot, & Kagamimori, 2010), and as a result, women of all ages are significantly more likely to quit their jobs than are men (Jones & Seitani, 2019). Indeed,

in Japan, approximately 60% of all employed women quit their jobs at the time of their first

childbirth (Gender Equality Bureau Cabinet Office, 2019), with their main reason for doing so

being that "it is difficult to balance work and family care" (Jones & Seitani, 2019). Moreover,

Japanese childcare services also often have very long waitlists, the tax system in Japan tends to

disincentivize second-earners in a family from working (i.e., women), and indirect

discrimination practices limit female opportunities to reach management positions (Jones &

Seitani, 2019). All of these factors can exacerbate this tension and decision pressure uniquely

faced by Japanese mothers in our sample: to quit a full-time job and focus on one's home role,

thereby eliminating the felt conflict, or to stay and retain work-related investments, but endure it.

In sum, we propose that the COR theory approach to embeddedness provides valuable

and parsimonious understanding as to why some Japanese mothers working full-time opt to quit

in response to felt conflict, and why others do not. While working fathers may, of course, also

experience interrole conflict, traditional gender role expectations positioning men as the primary

bread winners and the significant wage inequality favoring men in Japan (the second largest

among OECD countries), suggests that men reporting high conflict will be less able or expected

to leave their jobs as compared with women (Goldstein-Gidoni, in press; Jones & Seitani, 2019).

Interrole Conflict and Voluntary Turnover

Role theory (Kahn, Wolfe, Quinn, Snoek, & Rosenthal, 1964) maintains that individuals

hold various social positions or roles in their lives (e.g., employee, community member, mother).

Because each role held carries certain expectations concerning how to act, fulfilling these

expectations and maintaining a given role requires continual investment of one's personal

resources (i.e., time and energy). However, because individuals possess only finite resources

(Hobfoll, 1989), interrole conflict may occur when the pressures or demands associated with

participation in one role interfere with one's ability to participate equally and manage the

pressures or demands of other roles (Kahn et al., 1964).

Among various configurations of interrole conflict, interference between work and home

roles has attracted substantial scholarly attention (ten Brummelhuis & Bakker, 2012; Williams et

al., 2016). Indeed, per Frone, Russell, and Cooper (1992, p. 65), work and home "represent two

of the most central realms of adult life." If work role demands interfere with an individual's

ability to fulfill home role demands, *work-home conflict* exists; conflict can also flow from

home-to-work, as home role demands interfere with one's ability to fulfill work demands (Frone

et al., 1992; Greenhaus & Beutell, 1985). In this study, we examine whether work-home and

home-work conflict affect turnover differently depending on how resource-invested employees

are in each domain, as signaled by their on- and off-the-job embeddedness levels (Mesmer-

Magnus & Viswesvaran, 2005; Ng & Feldman, 2012). In line with the approach taken by various

scholars (e.g., Bacharach, Bamberger, & Conley, 1991; Kreiner, 2006), we adopt the more

inclusive terminology of work-home and home-work conflict, compared to specific variants such

as *work-family conflict*, as a means of studying the general incompatibility between individuals'

work and nonwork demands. We use the broader view of 'home' that encompasses community,

family, and friend engagement (Greenhaus & Kossek, 2014; Kreiner, 2006).

Regarding the relationship between work-home (or home-work) conflict and voluntary

turnover, the typical conceptual rationale is that interference experienced between the two roles

elicits an aversive state of psychological distress, which people are motivated to eliminate (Carr

et al., 2008; Grandey & Cropanzano, 1999; Huffman et al., 2014; Yang et al., 2018). In this

view, quitting a job can be interpreted as a means of coping to reduce work role demands and

concentrate on the home role, thereby eliminating conflict through withdrawal (Huffman et al.,

2014). Yet, this line of reasoning assumes that work-home conflict should necessarily result in quitting because one's home role is highly important. Taking a different perspective, we argue that a working mother's decision to stay or leave will hinge on the degree to which they have significant investments in the resources provided by or invested in a particular role. To capture this notion of resource investment, we turn to job embeddedness.

Job Embeddedness and Conservation of Resources Theory

Traditional turnover theories (March & Simon, 1958; Mobley, 1977) state that the central reasons why people quit a job are a combination of negative job attitudes and perceived alternatives. Realizing that the reasons for leaving a job are not the opposite of those factors leading them to stay, Mitchell et al. (2001) developed the job embeddedness construct. They proposed that employees can become immersed (or even stuck) in a job by a composite set of forces operating in work and nonwork roles. They consider three dimensions—*links, fit, and sacrifice*—that represent these forces and contribute to one's aggregate embeddedness. Links describe social connections one has with others in their environment, fit represents perceived compatibility with the environment, and sacrifice emphasizes the forfeited benefits if one were to leave the environment. Mitchell et al. argued that employees can be embedded both on- and off-the-job, with the former describing embedding factors in a work role, and the latter describing embedding factors in one's nonwork, community/home role. Subsequent work provides support for a global or reflective conceptualization of domain embeddedness (Crossley et al., 2007), given the heuristic approach many use to judge embeddedness levels. Some people have different weights attributed to links, fit, and/or sacrifice, or consider embedding aspects beyond the items in the original measure, and a global approach circumvents these concerns.

More recently, Kiazad et al. (2015) advanced theory to better explain what job

embeddedness represents and why it influences turnover. Building on COR theory (Hobfoll, 1989, 2001), they proposed that people choose to maintain their status (e.g., remain employed, or remain invested in home responsibilities) in a given role because they strive to accrue and retain valued domain-specific resources, and once these resources are acquired/invested, they become difficult to relinquish—termed the primacy of resource loss (Hobfoll, 1989, 2001). Resources can be tangible, intangible, personal (i.e., self-generated), or derive externally, and are held in various degrees across different domains (ten Brummelhuis & Bakker, 2012). On-the-job, resources can include workplace social support, idiosyncratic skills, and convenient schedules or status. Off-the-job, resources can include enjoyable community activities or support from one's spouse/neighbors (Voydanoff, 2001). Kiazad et al.'s COR theory approach to job embeddedness argues that the more resources one has accrued in a given domain, the more embedded they effectively become within that domain, and the more reluctant they will be to give up domain-specific resources if those resources come under threat of loss. In COR terms, feelings of domain embeddedness are thus a byproduct of holding significant resources in a given domain. These embedding resources can be applied toward satisfying specific role demands, but their intrinsic or instrumental value can also buffer against undesirable role experiences, motivating people to remain in the role to avoid incurring resource losses (Halbesleben et al., 2014).

The COR approach to job embeddedness also suggests that people are embedded to different degrees across domains (i.e., as an employee versus as a home/community member). This is because people accrue and invest resources differently over time in each domain, which coincides with varying motivations to protect invested/held domain resources in the future (Adams, King, & King, 1996; Barnett et al., 2012; Halbesleben & Wheeler, 2008; Halbesleben et al., 2014). Meta-analytically, Jiang et al., (2012) found that on- and off-the-job embeddedness

were best operationalized as distinct constructs, being moderately correlated ($\rho = .31$) and

relating to distinct outcomes (Lee, Mitchell, Sablynksi, Burton, & Holtom, 2004; Mallol,

Holtom, & Lee, 2007). These findings reinforce the notion that for some working mothers, both

work and nonwork resource value can be high, whereas for others they may not. This does not

mean, however, that lower domain embeddedness always implies low interrole conflict, as it is

role demands or expectations that drive the latter perceptions, but domain resource value that

underscore the former.

Our perspective also adds important nuance beyond existing work that has examined

moderators of interrole conflict-turnover effects, considering variables from role theory such as

role salience or role centrality (e.g., Carr, Boyar, & Gregory, 2008). The idea that the salience of

a role matters for considering the likely effects of interrole conflict on turnover is similar in that

we propose domain embeddedness affects the relative threat of resource loss associated with a

particular domain. However, Carr et al. position work centrality as values-based, enduring, and

not based on situations or circumstances (Rokeach, 1973), and thus the primary mechanism by

which values play a role is through attributions of blame for the conflict and affective responses

such as job satisfaction. Job embeddedness, on the other hand, is explicitly situationally-based,

structural, and subject to change (Mitchell et al., 2001; Ng & Feldman, 2012). An individual with

high work role centrality as a value could have high or low job embeddedness in different

circumstances. Additionally, job embeddedness is especially relevant for understanding turnover

because it is explicitly focused on forces that influence job mobility. These are important

distinctions, both practically (because job embeddedness should be more malleable than values-

based work role centrality), but also theoretically, because the interplay among interrole conflict

and work role centrality is tightly intertwined, in that the very perception and interpretation of

conflict is a function of work role centrality, whereas the interplay among interrole conflict and embeddedness is more about considerations of resource protection and loss that affect strategies for mitigating conflict.

Hypotheses

When work and nonwork role demands conflict, we propose working mothers' decision to stay or leave will be conditional on their on- and off-the-job embeddedness levels, as interrole conflict is an adverse state that elicits a tension to decide how one will allocate scarce personal resources to work or nonwork domains (Kiazad et al., 2015). Accordingly, we expect that higher on-the-job embeddedness will mitigate turnover as working mothers' interrole conflict perceptions increase, as the work domain holds high personal resource value worth protecting. In contrast, we expect higher off-the-job embeddedness will strengthen the positive relationship between conflict and turnover behavior, as the non-work domain holds high resource value.

We first expect that the positive relationship between work-home conflict and voluntary turnover will be weaker among those reporting higher on-the-job embeddedness. As work demands increasingly interfere with nonwork demands, working mothers find themselves in an adverse situation where they must choose how they will allocate their finite time/energy. In other words, work-home conflict elicits an accentuated pressure on the employee to decide whether they will curtail work investments (i.e., via turnover) to better attend to nonwork obligations, and job embeddedness levels will factor into this decision. From the COR theory perspective, weakly on-the-job embedded employees hold fewer organizationally valued resources, and thus would incur fewer resource losses if they quit. They may also have less access to alternative means by which to reduce the felt intensity of the work-home conflict stressor (e.g., colleague support). For them, quitting might seem a viable—and perhaps inevitable—decision. In contrast, working

mothers reporting greater on-the-job embeddedness should be less prone to quit as work-home conflict becomes onerous. Despite aversive interference from work role demands into home life, such women are motivated to prevent depletion of work-related resources, pulling them to stay.

Hypothesis 1a: On-the-job embeddedness moderates the positive relationship between work-home conflict and voluntary turnover among working mothers, such that the relationship is weaker (i.e., less positive) as on-the-job embeddedness increases and stronger (i.e., more positive) as on-the-job embeddedness decreases.

In the situation of higher home-work conflict, we also expect that working mothers with higher on-the-job embeddedness will be less likely to quit. As nonwork demands impinge on work responsibilities, COR theory holds that employees will take a defensive stance to protect against threatened resource losses in the work domain (Hobfoll, Halbesleben, Neveu, & Westman, 2018; Kiazad et al., 2015). As quitting would entail a quite abrupt surrendering of invested work resources, we expect that this will be deemed unattractive those more highly embedded on-the-job. Such employees are more likely to endure the conflict and stay, or perhaps seek ways to reduce nonwork responsibilities.

Hypothesis 1b: On-the-job embeddedness moderates the positive relationship between home-work conflict and voluntary turnover among working mothers, such that the relationship is weaker (i.e., less positive) as on-the-job embeddedness increases and stronger (i.e., more positive) as on-the-job embeddedness decreases.

Our second set of hypotheses relate to conflict-turnover effects moderated by off-the-job embeddedness. Our theorizing suggests that working mothers who report higher off-the-job embeddedness possess valued resources in the nonwork domain. Such resources can include the energy and pleasure gained from cultural, social, and leisure activities in one's community or

neighborhood, familial support, and/or other engagements that make nonwork time more

enriching (Feldman, Ng, & Vogel, 2012; Kiazad et al., 2015; ten Brummelhuis & Bakker, 2012).

When work-home conflict is higher, nonwork resource investments become increasingly

at risk of loss, as excess work role demands impinge on working mothers' ability to attend to the

nonwork role (Grandey & Cropanzano, 1999; Hobfoll, 1989, 2001). Our theorizing suggests that

highly off-the-job embedded individuals will be more motivated to preserve threatened nonwork

resources compared to those less embedded off-the-job. We expect that this motivation will be

evidenced by an increased likelihood of turnover for employees more embedded off-the-job,

insofar as quitting helps these employees retain off-the-job resource investments (Kiazad et al.,

2015; ten Brummelhuis & Bakker, 2012; Voydanoff, 2001). Empirically, Lee, Gerhart, Weller,

and Trevor (2008) found in a sample of over 6,000 employees that 17% of all quits were due to

nonwork related reasons (e.g., pregnancy), and job satisfaction for such leavers was unrelated to

turnover. As presumably having a child—a new and often highly-valued off-the-job resource—

elicits role conflict in terms of resource expenditure and subsequent resource commitments, this

suggests that many employees choose home over work and quit in the face of competing role

demands, even if they were satisfied with the job (Lee & Maurer, 1999). Consequently, we see

no strong conceptual explanation that higher off-the-job embeddedness should necessarily

constrain voluntary turnover, unless quitting directly entails surrendering nonwork resources

(Allen, 2006). Instead, our theorizing suggests higher off-the-job embeddedness could increase

the likelihood of voluntary turnover when women report increased levels of work-home conflict.

Hypothesis 2a: Off-the-job embeddedness moderates the positive relationship between

work-home conflict and voluntary turnover among working mothers, such that the

relationship is stronger (i.e., more positive) as off-the-job embeddedness increases and weaker (i.e., less positive) as off-the-job embeddedness decreases.

We further propose that off-the-job embeddedness will moderate the positive relationship between home-work conflict and turnover, such that this relation will be strengthened or exacerbated for working mothers reporting higher compared to lower off-the-job embeddedness. In the case of home-work conflict, nonwork demands interfere with working mothers' ability to satisfy work responsibilities. This tension of being unable to adequately devote resources to the work role due to nonwork demands can elicit thoughts about whether they are willing to reduce nonwork investments to mitigate felt conflict. However, because higher off-the-job embeddedness reflects a desire to preserve nonwork resources, it is less likely that this will be the favored option. Instead, we expect it is more plausible that such women will prioritize the nonwork role, to the cost of their continued employment.

Hypothesis 2b: Off-the-job embeddedness moderates the positive relationship between home-work conflict and voluntary turnover among working mothers, such that the relationship is stronger (i.e., more positive) as off-the-job embeddedness increases and weaker (i.e., less positive) as off-the-job embeddedness decreases.

Although conflict between work and nonwork domains creates incompatible resource demands for employees, the direction of conflict (i.e., work-home versus home-work) may also matter for understanding the strength of embeddedness moderation effects on turnover (Bellavia & Frone, 2005; ten Brummelhuis & Bakker, 2012). Our third hypothesis suggests that a) off-the-job embeddedness will be a stronger moderator of the relationship between work-home conflict and voluntary turnover than will on-the-job embeddedness, and b) for home-work conflict, on-the-job embeddedness will be a stronger moderator than will off-the-job embeddedness.

Our rationale for the difference in the strength of these effects resides in the primacy of resource loss postulate from COR theory—that a person's motivation to protect valued domain resources are commensurate with the degree to which resources in a given domain are threatened (Halbesleben et al., 2014; Hobfoll, 2001). In other words, reactions to felt conflict will be proportional to the severity in which valued resources in a particular domain are deemed at risk of loss. In the case of work-home conflict and higher off-the-job embeddedness, nonwork resources hold high conservation value to the employee, yet such nonwork, home resources are being threatened as work demands impinge on home life. Reducing nonwork commitments is likely of less interest to working mothers more heavily embedded off-the-job, because the nonwork domain has high resource value (Kiazad et al., 2015). This likely renders work withdrawal as the more viable option (Hobfoll, 2001). Comparably, for the relationship between work-home conflict and turnover under higher on-the-job embeddedness, this situation is potentially not as problematic since resources in the domain holding high value—one's employment—are not directly endangered. That is, because the flow of conflict involves work demands impinging into the receiving home role, it is home resources which are threatened, yet on-the-job embeddedness does not speak to any strong motivation to protect these resources. Increased work-home conflict should thus more strongly exacerbate the likelihood of turnover under higher off-the-job embeddedness, whereas the constraining effect for on-the-job embeddedness on the work-home conflict-turnover relationship should be comparably weaker.

Hypothesis 3a: Off-the-job embeddedness will have a stronger exacerbating moderation effect on the positive relationship between work-home conflict and turnover than will on-the-job embeddedness as a mitigating moderation effect.

For the moderated embeddedness effect on the relationship between home-work conflict and turnover, the flow of conflict is such that nonwork role demands are impinging on the receiving work role, and higher levels of on-the-job embeddedness suggest that the threatened work role holds high resource conservation value. In this case, reducing work commitments is likely of less interest to working mothers heavily embedded on-the-job because losing work resource investments would be particularly aversive (Halbesleben et al., 2014; Hobfoll, 2001). We consequently expect that turnover will be a less-likely alternative for those who report significant home-work conflict and who are highly embedded on-the-job, such that the mitigating or constraining effect of on-the-job embeddedness will be stronger. Comparably, for the relationship between home-work conflict and turnover under higher off-the-job embeddedness, although felt conflict is undesirable, it is resources in the work role—not the nonwork role—which are being threatened, and off-the-job embeddedness does not speak to a strong motivation to protect work resources. Thus, we do not expect that the exacerbating effect of higher off-the-job embeddedness will be as strong as the constraining effect of higher on-the-job embeddedness on the home-work conflict-turnover relationship.

Hypothesis 3b: On-the-job embeddedness will have a stronger mitigating moderation effect on the positive relationship between home-work conflict and turnover than will off-the-job embeddedness as an exacerbating moderation effect.

Method

Sample and Procedure

In line with previous research on job embeddedness and turnover (e.g., Allen et al., 2016; Peltokorpi, Allen, & Froese, 2015), we used a research company to gain access to a large sample of respondents on a variety of characteristics. Specifically, we asked the research company to

collect data with the following screening criteria, to ensure respondents had significant work and home responsibilities, and to increase systematic variance in study variables: married women working full-time, having at least one child, spouse working full-time, having at least a four-year bachelors' degree, and living in the Tokyo region. We collected data from married mothers who work full-time, and have a spouse who works full-time, because such individuals are especially likely to experience interrole conflict and subsequently to experience pressures to quit (Cinamon & Rich 2002; Lee et al., 2008). We specified having at least a four-year bachelors' degree and living in the Tokyo region because those with more education are likely to incur greater resource sacrifices if they were to leave (Mitchell et al., 2001), and because in this region the limited availability of child care support has been linked to higher turnover (Ishii-Kuntz et al., 2004; Jones & Seitani, 2019).

We collected data with three surveys at three time points over a 14-month period in order to mitigate concerns about common method variance. Participation was voluntary; respondents received small incentives (i.e., online shopping points) for completing surveys. At Time 1 (T1), 1207 people responded who satisfied screening criteria. The research company informed us that the response rate was 93%. At T1, we measured interrole conflict and control variables. At Time 2 (T2), three months later, another survey was sent to those who completed the T1 survey. Of those solicited, 1076 people completed this survey (89% response rate). At T2, we measured on- and off-the-job embeddedness moderators. At Time 3 (T3), 14 months after T1, we measured turnover, surveying those who completed both the T1 and T2 surveys. We received 730 completed surveys at T3 (68% response rate), of which 717 were usable, representing a cumulative response rate of 56%. We then compared those who participated in all surveys with

those who dropped out early in terms of organizational tenure, personal annual income, and job satisfaction, finding no significant differences between groups.

In the final sample used for hypothesis testing, the mean age of respondents was 42.07 (SD = 8.64) and mean tenure was 10.52 years (SD = 7.75). Their mean number of children was 1.64 (SD = .69). Most worked as staff (84.1%) or managers (15.9%), and most worked in service (26.3%), manufacturing (25.9%), or engineering (13.6%) industries.

Measures

All survey items were translated from English to Japanese using Brislin's (1980) back-translation method. To ensure face validity, four Japanese individuals who were also proficient in English checked and approved the translated survey. All measures except turnover were rated on a 7-point Likert-type scale ranging from 1 = strongly disagree to 7 = strongly agree.

Independent variables (Work-home and home-work conflict). Work-home conflict was measured with five items from Netemeyer, Boles, and McMurrian (1996). A sample item is "Things I want to do at home do not get done because of the demands my job puts on me" (α = .91). Home-work conflict was also measured with five items from Netemeyer et al. A sample is "I have to put off doing things at work because of demands on my time at home" (α = .87).

Moderator variables (On- and off-the-job embeddedness). On-the-job embeddedness was measured with five items from Ng and Feldman (2012). Sample items are "I feel attached to this organization", "It would be difficult for me to leave this organization", and "I'm too caught up in this organization to leave" (α = .84). Off-the-job embeddedness was also measured with five items from Ng and Feldman (2012), replacing the word "organization" for "community" (α = .90).

Dependent variable (Voluntary turnover). At T3, respondents noted if they were still employed at the same organization. If a participant had left the organization, they clarified whether the turnover was voluntary or involuntary. Those who had left because of involuntary reasons (e.g., layoffs and firings) were excluded from analyses, to focus on employees' volitional quit decisions. Voluntary turnover was coded as "0" for stayers and "1" for leavers.

Control variables. We controlled for seven factors theorized to affect study variables. First, we controlled for *organizational tenure* because those with longer tenure have a higher propensity for on-the-job embeddedness and a lower propensity for voluntary turnover (Ng & Feldman, 2009; Rubenstein et al., 2018). Second, we controlled for *employee age* since younger employees have higher propensity to change jobs (Rubenstein et al., 2018). Third, we controlled for *number of children* employees had, because this can influence conflict levels, embeddedness, and turnover (Johnson, 2008; Williams et al., 2016). Fourth, we controlled for *personal annual income* as it can affect work-home and home-work conflict (Byron, 2005) and turnover. Fifth, we also controlled for *spouse's annual income*. Sixth, we controlled for *job satisfaction* because this has been linked to turnover (Rubenstein et al., 2018) and to eliminate the explanation of whether conflict-turnover effects under high embeddedness could be influenced by how much people like their jobs. Job satisfaction was measured with three items from Cammann, Fichman, Jenkins, and Klesh (1979). A sample item is "All things considered, I am satisfied with my current job" ($\alpha = .94$). Seventh, in each of the two models (work-home and home-work conflict), we controlled for the other form of conflict, as a means of isolating the direction of interference.

Analysis and Results

We first conducted confirmatory factor analyses to examine the discriminant validity of our measures. A five-factor measurement model consisting of work-home conflict, home-work

conflict, on-the-job embeddedness, off-the-job embeddedness, and job satisfaction demonstrated

satisfactory fit to the data (Hu & Bentler, 1999): $\chi^2 = 1116,20_{(220)}$, $p < .01$, Comparative Fix

Index (CFI) = .92, Tucker Lewis Index (TLI) = .91, Root Mean Square Error of Approximation

(RMSEA) = .06. Alternative models, including a one-factor model ($\chi^2 = 7880.73_{(230)}$, $p < .01$,

CFI = .31, TLI = .24, RMSEA = .22), a two-factor model, in which work-home and home-work

conflict loaded on one factor, and on-the-job embeddedness, off-the-job embeddedness, and job

satisfaction loaded onto another ($\chi^2 = 4684.94_{(229)}$, $p < .01$, CFI = .60, TLI = .56, RMSEA = .16),

and a four-factor model, with on-the-job-embeddedness and job satisfaction on one factor ($\chi^2 =$

$1957.26_{(224)}$, $p < .01$, CFI = .84, TLI = .82, RMSEA = .10), all had worse fits to the data.

Descriptive statistics and intercorrelations among study variables are shown in Table 1.

In total, 87 women left their organization for voluntary reasons (12% turnover rate): 67 "left the

company for other reason[s]" and 20 quit "to pursue a career at a different company".

Insert Table 1 about here

We performed logistic regression analyses in SPSS Version 23 to test Hypotheses 1a/b

and 2a/b. Before computing product terms, we mean-centered the independent and moderators

variables in order to mitigate nonessential multicollinearity concerns (Cohen, Cohen, West, &

Aiken, 2003). Moderated regression results for work-home conflict-by-embeddedness and for

home-work conflict-by-embeddedness are reported in Tables 2 and 3, respectively. To interpret

the magnitude and direction of relationships, we report unstandardized regression coefficients (B

values), odds ratios, and confidence intervals around odds ratios. Odds ratio are computed by

exponentiating a predictor's regression coefficient–exp(B) (Peng, Lee, & Ingersoll, 2002); in the

present case, they represent the change in the odds of voluntary turnover per one-unit increase in

a predictor. If an odds ratio is greater than 1.00, it reflects a given percentage increase in the odds

of voluntary turnover for a one-unit change in the predictor. If the odds ratio is less than 1.00, it

reflects a given percentage decrease in the odds of voluntary turnover for a one-unit change in

the predictor. An odds ratio of 1.00 signifies no change in the odds of turnover per one-unit

change in the predictor (i.e., a null predictor-outcome relation).

Insert Tables 2 and 3 about here

Hypothesis 1a stated that the positive relationship between work-home conflict and

turnover would be moderated by on-the-job embeddedness, such that the relationship would be

weaker for those more embedded on-the-job. As shown in Table 2, the hypothesized interaction

term was significant (B = -.29, Wald statistic = 5.33, odds ratio = .75, 95% confidence interval

[CI]: .59-.96, p = .02). To facilitate interpretation of the results, we plotted relationships at one

SD above and below the mean of the moderator. As depicted in Figure 2, the interaction pattern

provides support for Hypothesis 1a, as the work-home conflict-turnover relationship was

mitigated as on-the-job embeddedness levels increased (and even appears to trend negative).

Hypothesis 1b stated that the positive relationship between home-work conflict and

voluntary turnover would be moderated by on-the-job embeddedness, such that the relationship

would be less positive for working mothers more embedded on-the-job. As shown in Table 3,

this hypothesized interaction was significant (B = -.39, Wald statistic = 9.05, odds ratio = .68,

95% CI: .52-.87, p = .003). The interaction pattern is depicted in Figure 3, which, along with the

conditional effects pattern, lends support for Hypothesis 1b in that the relationship was mitigated

(and also became negative) as on-the-job embeddedness levels increased.

Hypothesis 2a stated that the positive relationship between work-home conflict and voluntary turnover would be moderated by off-the-job embeddedness, such that the relationship would be stronger when working mothers were more embedded off-the-job. As shown in Table 2, this hypothesized interaction was significant (B = .37, Wald statistic = 8.23, odds ratio = 1.44, 95% CI: 1.12-1.85, p = .004). As shown in Table 2 and in Figure 4, the interaction pattern support Hypothesis 2a in terms of accentuating effects as off-the-job embeddedness increased.

Hypothesis 2b stated that the positive relationship between home-work conflict and turnover would be moderated by off-the-job embeddedness, such that the relationship would be more positive when working mothers were more embedded off-the-job. As shown in Table 3 and in Figure 5, this hypothesized interaction was significant (B = .27, Wald statistic = 4.98, odds ratio = 1.31, 95% CI: 1.03-1.67, p = .03). The conditional effects and interaction pattern support Hypothesis 2b as the effect trended more positive as off-the-job embeddedness increased.

Insert Figures 2-5 about here

Hypothesis 3a stated that off-the-job embeddedness would be a stronger moderator of the relationship between work-to-home conflict and voluntary turnover compared to on-the-job embeddedness. Hypothesis 3b stated that on-the-job embeddedness would be a stronger moderator of the relationship between home-to-work conflict and voluntary turnover compared to off-the-job embeddedness. We used STATA Version 14 to test Hypotheses 3a and 3b. A Wald post-estimation test on the equality of model parameters indicated that the effect of off-the-job embeddedness on work-home conflict-voluntary turnover relationship was stronger than that of on-the-job embeddedness (χ^2 = 52.64$_{(11)}$, p = .00). This supports Hypothesis 3a. Similarly, the

effect of on-the-job embeddedness on home-work conflict-voluntary turnover was stronger than that of the off-the-job embeddedness effect ($\chi^2 = 49.87_{(11)}$, $p = .00$), supporting Hypothesis 3b.

Supplementary Analyses

Theoretically, although working mothers experiencing interrole conflict may quit for many reasons, including finding an alternative job that offers more flexibility to deal with role demands, many of our arguments suggest the likelihood of exiting paid employment altogether in order to resolve conflict when highly embedded in the nonwork domain. As our voluntary turnover measure in the above analyses consisted of both women who left their job to pursue a job at a different company and those who left without another job in hand, we conducted an additional analysis distinguishing these two groups. For those 67 women who left for reasons distinct from taking a job at a different company, our results were similar to the original/full model (Hypothesis 1a; B = -.27, Wald statistic = 4.39, odds ratio = .76, 95% CI: .59-.98, $p = .04$: Hypothesis 1b; B = -.42, Wald statistic = 8.68, odds ratio = .66, 95% CI: .50-.87, $p = .00$: Hypothesis 2a; B = .51, Wald statistic = 13.80, odds ratio = 1.67, 95% CI: 1.27-2.20, $p = .00$: Hypothesis 2b; B = .31, Wald statistic = 5.36, odds ratio = 1.37, 95% CI: 1.05-1.78, $p = .02$: Hypothesis 3a; $\chi^2 = 48.47_{(11)}$, $p = .00$: Hypothesis 3b; $\chi^2 = 43.20_{(11)}$, $p = .00$). However, in a model considering only those 20 women who quit to pursue career at a different company, the results were not significant (Hypothesis 1a; B = -.15, Wald statistic =.45, odds ratio = .86, 95% CI: .55-1.34, $p = .50$: Hypothesis 1b; B = -.22, Wald statistic =.77, odds ratio = .80, 95% CI: .49-1.31, $p = .38$: Hypothesis 2a; B = -.10, Wald statistic = .20, odds ratio = .90, 95% CI: .58-1.40, $p = .63$: Hypothesis 2b; B = .11, Wald statistic = .24, odds ratio = 1.12, 95% CI: .71-1.75, $p = .62$: Hypothesis 3a; $\chi^2 = 16.53_{(11)}$, $p = .12$: Hypothesis 3b; $\chi^2 = 22.48_{(11)}$, $p = .08$). These additional results further support our theorizing that working mothers who left without going to another

organization are giving up resources that derive from this paid work, whereas those who moved

to another organization may be less constrained, or the pursued alternative job might offer

greater resources or embedding opportunities.

Discussion

Initially developed to better understand "why people stay" (Mitchell et al., 2001), job

embeddedness theory has also shown to be useful for explaining why people leave. An

accumulating literature supports the general notion that greater job embeddedness facilitates a

lower likelihood of quitting. However, despite its overall empirical utility (Jiang et al., 2012), the

theoretical justification underlying why each embeddedness dimension is related to employee

outcomes has lagged behind establishing criterion-related validity (Lee et al., 2014; Wheeler,

Harris, & Sablynski, 2012). With regard to off-the-job embeddedness, Lee et al. (2014, p. 213)

conjectured, "We can see ways that being embedded by links in your community might decrease

your productivity at work", whereas Zhang, Fried, and Griffeth (2012, p. 224) more flatly stated,

"Compared with organization embeddedness, community embeddedness is not a stable predictor

of turnover." However, such evaluations partly result from the relative skew of research favoring

on- versus off-the-job embeddedness (Lee et al., 2014), rather than appreciating that embedding

forces at work might differently influence employee behavior compared to embedding forces in

the nonwork domain (Allen, 2006; Feldman et al., 2012; Zhang et al., 2012).

In testing the COR theory approach to job embeddedness (Kiazad et al., 2015) with over

700 employees surveyed three times over 14 months, we found that working mothers behaved

differently in response to felt conflict between work and nonwork domains as a function of their

on- and off-the-job embeddedness levels. Most strikingly, whereas prior research shows that

interrole conflict is modestly positively related with turnover (Rubenstein et al., 2018), we

uncovered important contextual moderators of this relationship. Once an employee's on- and off-the-job embeddedness are considered, conflict-turnover effects diverge: Greater on-the-job embeddedness did constrain quitting in the face of conflict; however, this main effect became more positive when working mothers' off-the-job embeddedness was greater. In doing so, we revealed instances where higher off-the-job embeddedness does not lead employees to be more likely to stay, but rather increases their likelihood of leaving. Interestingly, the pattern of relationships with turnover remained the same for work-home and home-work conflict across conditions—rather, it was the consideration of on- and off-the-job embeddedness that differentiated responses to interrole conflict. We also showed that the strength of these conditional moderation effects depends on the direction in which conflict is experienced (i.e., from work-to-home or home-to-work).

Theoretical Implications

We identified three key theoretical questions to address: 1) Given the prevalence of interrole conflict among employees, can we uncover mitigating and exacerbating circumstances that explain how people differentially react to negative conditions, especially as relates to withdrawal?; 2) Is it important to distinguish the roles of on- and off-the job embeddedness and offer conceptual clarity to the possibility that off-the-job embeddedness could actually exacerbate quitting?; and 3) How do theories of interrole conflict and job embeddedness hold up among working women in a very different context from the Western perspective that dominates much theorizing in the area? First, our results are contrary to the intuitive assumption that greater interrole conflict should consistently, positively, predict turnover (Grandey & Cropanzano, 1999; Greenhaus & Beutell, 1985). Rather, when considering the multiple roles that individuals occupy, interrole conflict can be better conceived in terms of activating a prioritization process,

facilitating or constraining withdrawal depending on context, or more specifically, individuals'

salient domain resource investments (Gilbert, Holahan, & Manning, 1981). When job

embeddedness is positioned as a moderator, its role in signaling domain resource investments

becomes more apparent (Kiazad et al., 2015; Wheeler et al., 2012). Our results suggest that

higher job embeddedness leads people to seek to retain invested resources when experiencing

interrole conflict, with the caveat that such motivation is only applicable to those domains in

which one is highly embedded, and where one will benefit from resource preservation. More

specifically, our results suggest that working mothers more highly embedded on-the-job are

likely to appraise conflict as a threat to on-the-job resources, and their voluntary turnover rates

are subsequently lower, whereas those more highly embedded off-the-job tend to appraise

conflict as a threat to off-the-job resources and for them, quitting may be more probable.

Second, the results also build upon the notion that on- and off-the-job embeddedness

dimensions are valuable in tandem, but must be routinely distinguished (Jiang et al., 2012). We

aimed to provide a clearer account for why on- and off-the-job embeddedness have distinct

effects. We maintain that arguments as to why off-the-job embeddedness negatively relates to

turnover would benefit from further conceptual and empirical development and that our results,

in conjunction with prior work showing positive effects of off-the-job embeddedness on turnover

(Porter et al., 2019), suggest the need for additional theoretical nuance. Future research would be

well-served in describing in clearer mediational sequences how resources held in one's non-work

domain constrain or facilitate behavior in the separate, work domain. Our supplementary

analyses also contribute to the growing call for research into turnover destinations (see, for

example, Hom, Mitchell, Lee, & Griffeth, 2012). Our model and findings appear to fit best for

working women leaving the workforce as opposed to leaving for alternative opportunities. Future

research providing more clarify as to where leavers are going would therefore be valuable.

The results further contribute to scarce research on interrole conflict, job embeddedness,

and turnover in non-Western countries. To date, such studies have predominately been conducted

in the USA (Allen & Vardaman, 2017; Jiang et al., 2012). In line with prior Western research

(Allen et al., 2016; Burton, Holtom, Sablynski, Mitchell, & Lee, 2010), our results showed that

in Japan, higher on-the-job embeddedness also exhibited a constraining main effect on turnover.

The findings lend support for the cross-cultural generalizability of on-the-job embeddedness,

even in a relatively low-turnover national context like Japan (Peltokorpi et al., 2015). The

specific context for our study also provides insights as a catalyst for future work. From a COR

lens, that highly on-the-job embedded working mothers were more likely to stay under greater

conflict implies that they were especially motivated to protect accumulated work investments

(Allen et al., 2016). In Japan, traditional employment practices offer considerable job security to

full-time employees, with wage rates often commensurate with seniority (Yashiro, 2011).

However, promotions and pay increases also tend to occur much more slowly for women than

for men (Takeuchi, 1995). When working mothers do attain high levels of on-the-job

embeddedness, they may be reluctant to relinquish these resources, despite often working long

hours and making nonwork sacrifices, as is the norm in Japan (Nagase & Yamaya, 2011).

Practical Implications

When interrole conflict was higher, those reporting greater on-the-job embeddedness

were less likely to quit. This finding is consistent with prior theorizing, and suggests one fairly

obvious—yet important—managerial implication: increase on-the-job embeddedness by helping

employees foster supportive, dense links with others in the organization, manage the work

environment and employee roles to facilitate person-job and person-organization fit, and offer

benefits linked with longevity that tie people to their organizations (Mitchell et al., 2001).

Working mothers experiencing greater conflict and higher on-the-job embeddedness were

less likely to quit, but in a way are also effectively stuck in their organization. Previous research

has found that that employees embedded in adverse environments may experience sleep/health

problems as a result of feeling unable to leave (Allen et al., 2016). In addition to work demands,

working mothers also have significant nonwork demands and in Japan, they can be especially

resource depleting. For instance, Japanese cooking is laborious (making many small *bentō* dishes

carefully crafted for aesthetic presentation) and many families still use clotheslines to do laundry

(Allison, 1991; Brinton, 2017). Although greater interrole conflict did result in lower turnover as

on-the-job embeddedness increased, this is likely unsustainable in the long-term for the working

mother and for the organization, so a broad-stroke initiative solely focusing on increasing on-the-

job embeddedness is a strategy we cannot in good conscience advocate. Appreciating the other

side of the equation, we encourage managerial efforts centered on first alleviating conflict, such

as by providing flexible scheduling, limiting work relocation (90% of large Japanese firms have

policies requiring full-time employees to transfer if asked; Nagase & Brinton, 2017), reminding

employees to utilize subsidized childcare, limiting overtime and nighttime work (common in

Japan), or making more transparent available outlets to help employees cope with conflict, such

as assistance programs and childrearing leaves (Boling, 2007; Nagase & Brinton, 2017).

In addition to workplace initiatives, working mothers are also encouraged to be assertive

in seeking help, not only from parents or in-laws, but also from spouses. Rather than perpetuate

the status quo of gender norms, understanding one's limitations and making clear to a spouse

expectations of balanced contributions can help ameliorate the inevitable strain that would result

from shouldering home burdens mostly on one's own (Matsui, Ohsawa, & Onglatco, 1995). The

modest turnover rates we observed, along with working mother's reasonably high on-the-job

embeddedness levels, perhaps indirectly supports this trend, insofar as spouses may be adjusting

their own work-home time allocations as Japanese gender norms evolve to favor more equality.

Along with on-the-job embeddedness, in seeking to reduce turnover, prior work has often

been equally focused on ways to foster off-the-job embeddedness, such as via local recruiting,

minimizing job relocation, community service activities, or home-buying assistance (Holtom,

Mitchell, & Lee, 2006). However, our results imply that if these efforts are coupled with greater

experienced interrole conflict, organizations might be inadvertently creating a situation where

employees feel pushed to quit. We would advise organizations and managers who aim to invest

in building employee's off-the-job embeddedness to simultaneously invest in helping them

minimize and cope with work demands. It also might make little strategic sense to invest a great

deal in building off-the-job embeddedness without commensurately attending to on-the-job

embeddedness—or at least imparting to employees the importance of their work role (Ros,

Schwartz, & Surkiss, 1999)—because turnover may be more likely to result if and when

unmanageable conflict manifests. Granted, the overall trend we have observed is that some

working mothers do quit when they experience interrole conflict. Although many may be content

with this decision, others may feel guilty about having made their career a victim. Thus,

outplacement services, exit interviews, or colleague conversations offering support rather than

criticism (or even ostracism), may help ease such employee's transition out of the job.

Limitations and Future Research

This study has limitations that provide possibilities for future research. The findings are

somewhat context-specific because we focused on working mothers in Japan. For instance, one

meta-analysis suggests that reports of interrole conflict tend to be higher in countries with more collectivistic (versus individualistic) values and larger gender wage gaps, and in countries other than the USA (Allen, French, Dumani, & Shockley, 2015). Japan meets all of these criteria, in being more collectivistic (Hofstede, 2001), having the third-largest gender pay gap among OECD countries (OECD, 2015), and of course, not being the USA. Yet, other work suggests working mothers experience some of the highest levels of interrole conflict (Cinamon & Rich 2002; Grandey & Cropanzano, 1999) and often quit for family-related reasons (Lee et al., 2008), so similar findings might be found in other countries. It would be interesting, for instance, to see how these interactions operate for fathers who are the primary (or sole) caregivers. Equally, in the United States, role expectations might change the threshold for how much conflict one will tolerate before one quits, such that our figures might shift commensurately.

Second, our use of global embeddedness measures omits nuances in terms of which embedding aspects (i.e., fit, links, or sacrifice) most strongly influence employee's stay or leave decisions, and serves as a proxy in our model for domain-specific resource investments. Studying the relative importance of facets has been advocated by job embeddedness researchers (Lee et al., 2014). Similarly, there is some debate in the COR literature as to the relative value of identifying and directly measuring specific resources depending on the study context (Halbesleben et al., 2014). We chose a global embeddedness measure to represent domain-specific resource investments; but recommend that future research utilizing the embeddedness-as-COR perspective disentangle which facets or resources mean more to employees in their decision-making, and why. As an example, we might find that off-the-job links (i.e., connections to one's family members or neighborhood couples) are especially influential in leading employees to quit when experiencing greater conflict. At the same time, sacrifices can also be a

significant driving force for retention for those highly embedded on-the-job, if a short commute (perhaps nearby their child's school) or on-site daycare offerings were to be relinquished should these employees quit. Similarly, readily available alternatives might serve as another boundary condition. We collected our data in a metropolis with many job opportunities, which may render off-the-job embeddedness less important (because individuals can quit jobs without relocating). These and other considerations would help expand on the results from the present study.

Relatedly, our measures of domain embeddedness and domain conflict may not be entirely commensurate in the sense that the off-the-job embeddedness survey items focus on "community" whereas the non-work conflict items focus on "home". Thus, we make an assumption that important elements of the conceptual domain of feeling embedded in a community also involve family and home-life considerations. We believe this is reasonable and consistent with prior work explicitly broadening the conceptualization of off-the-job embeddedness to include family considerations (e.g. Feldman et al., 2012), and may particularly be the case with our sample of working mothers. Nevertheless, it is possible that our approach could understate the interrelationships among domain embeddedness and conflict measured in more directly commensurate ways, or could overstate these interrelationships for other populations (e.g. single, childless adults whose community embeddedness might be less intertwined with kinship responsibilities). Both of these scenarios present useful research directions for clarifying and extending our findings.

Third, we modeled interrole conflict and embeddedness as separate variables that interact to influence turnover; however, conflict and embeddedness may not be completely independent. For instance, embeddedness in a particular domain could influence the extent to which a conflict is seen primarily as work interfering with home or vice versa (Ng & Feldman, 2012). Indeed, a

core argument of prior research on conflict and work centrality is that centrality influences the

interpretation of conflict (Carr et al., 2008). Alternatively, it is plausible that domain conflict

could lead individuals to shift their relative resource investments over time, leading to changes in

domain embeddedness. Over the three-month period between our conflict and embeddedness

measures, there was no significant relationship between either form of conflict with either

embeddedness domain. Nevertheless, future research might test whether domain embeddedness

influences the interpretation of the direction of interrole conflict, and whether over longer

timeframes domain conflict leads individuals to shift resource investments.

References

Adams, G. A., King, L. A., & King, D. W. (1996). Relationships of job and family involvement, family social support, and work–family conflict with job and life satisfaction. *Journal of Applied Psychology*, *81*, 411-420.

Allen, D. G. (2006). Do organizational socialization tactics influence newcomer embeddedness and turnover? *Journal of Management, 32,* 237-256.

Allen, D. G., & Vardaman, J.M. (2017) Recruitment and retention across cultures. *Annual Review of Organizational Psychology and Organizational Behavior, 4,* 153-181.

Allen, D. G., Peltokorpi, V., & Rubenstein, A. L. (2016). When "embedded" means "stuck": Moderating effects of job embeddedness in adverse work environments. *Journal of Applied Psychology*, *101*, 1670-1686.

Allen, T. D., French, K. A., Dumani, S., & Shockley, K. M. (2015). Meta-analysis of work-family conflict mean differences: Does national context matter? *Journal of Vocational. Behavior*, *90,* 90-100.

Allison, A. (1991). Japanese mothers and obentōs: The lunch-box as ideological state apparatus. *Anthropological Quarterly*, 195-208.

Bacharach, S. B., Bamberger, P., & Conley, S. (1991). Work-home conflict among nurses and engineers: Mediating the impact of role stressors on burnout and satisfaction at work. *Journal of Organizational Behavior, 12,* 39-53.

Barnett, R. C., Brennan, R. T., Gareis, K. C., Ertel, K. A., Berkman, L. F., & Almeida, D. M. (2012). Conservation of resources theory in the context of multiple roles: An analysis of within-and cross-role mediational pathways. *Community, Work, & Family*, *15*, 131-148.

Becker, G. S. (1965). A theory of the allocation of time. *The Economic Journal*, *75,* 493-517.

Bellavia, G. M., & Frone, M. R. (2005). Work–family conflict. In J. Barling, E. K. Kelloway, & M. R. Frone (Eds.), *Handbook of work stress* (pp. 113–149). Thousand Oaks, CA: Sage.

Boling, P. (2007). Policies to support working mothers and children in Japan. In F. M. Rosenbluth (Ed.) *The political economy of Japan's low fertility* (pp. 131-154)*.* Stanford, CA: Stanford University Press.

Brinton, M. C. (2017). Happiness at work? Marital happiness among Japanese housewives and employed wives. In Holthus, B. and Manzenreiter, W. (Eds.). *Life course, happiness and well-being in Japan* (Chapter 7)*.* London: Routledge.

Brinton, M. C., & Mun, E. (2015). Between state and family: managers' implementation and evaluation of parental leave policies in Japan. *Socio-Economic Review, 14,* 257-281.

Brislin, R. W. (1980). Translation and content analysis of oral and written materials. In H. C. Triandis, & W. W. Lambert (Eds.), *Handbook of Cross-Cultural Psychology* (pp. 349-444), Boston: Allyn & Bacon.

Burton, J. P., Holtom, B. C., Sablynski, C. J., Mitchell, T. R., & Lee, T. W. (2010). The buffering effects of job embeddedness on negative shocks. *Journal of Vocational Behavior*, *76,* 42-51.

Byron, K. (2005). A meta-analytic review of work-family conflict and its antecedents. *Journal of Vocational Behavior*, *67*, 169-198.

Cammann, C., Fichman, M., Jenkins, D., & Klesh, J. (1979). *The Michigan organizational assessment questionnaire*. Unpublished manuscript. University of Michigan, Ann Arbor.

Carr, J. C., Boyar, S. L., & Gregory, B. T. (2008). The moderating effect of work-family centrality on work-family conflict, organizational attitudes, and turnover behavior. *Journal of Management*, *34*, 244-262.

Cinamon, R. G., & Rich, Y. (2002). Gender differences in the importance of work and family roles: Implications for work–family conflict. *Sex Roles, 47,* 531-541.

Cohen, J., Cohen, P., West, S. G., & Aiken, L. S. (2003). *Applied multiple regression/correlation analysis for the behavioral sciences* (3rd Ed.). Mahwah: New York: Lawrence Erlbaum.

Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology, 92,* 1031-1042.

Feldman, D. C., Ng, T. W. H., & Vogel, R. M. (2012). Off-the-job embeddedness: A reconceptualization and agenda for future research. In J. J. Martocchio, A. Joshi, & H. Liao (Eds.) *Research in Personnel and Human Resources Management* (Vol. 31, pp. 209-251), Emerald Group Publishing Limited.

Frone, M. R., Russell, M., & Cooper, M. L. (1992). Antecedents and outcomes of work-family conflict: Testing a model of the work-family interface. *Journal of Applied Psychology*, *77,* 65-78.

Fuwa, M., & Cohen, P.N. (2007). Housework and social policy. *Social Science Research, 36,* 512-530.

Gender Equality Bureau Cabinet Office (2019). *Women and Men in Japan, 2019*. Gender
    Equality Bureau, Cabinet Office, Government of Japan: Tokyo.

Gilbert, L. A., Holahan, C. K., & Manning, L. (1981). Coping with conflict between professional
    and maternal roles. *Family Relations, 30,* 419-426.

Goldstein-Gidoni, O. (in press). 'Working fathers' in Japan: Leading a change in gender
    relations? *Gender, Work, & Organization*.

Goode, W. J. (1960). A theory of role strain. *American Sociological Review, 25,* 483-496.

Grandey, A. A., & Cropanzano, R. (1999). The conservation of resources model applied to work-
    family conflict and strain. *Journal of Vocational Behavior*, *54,* 350-370.

Greenhaus, J. H., & Beutell, N. J. (1985). Sources of conflict between work and family roles.
    Academy of Management Review, 10, 76-88.

Greenhaus, J. H., & Kossek, E. E. (2014). The contemporary career: A work-home perspective.
    Annual Review of Organizational Psychology and Organizational Behavior, 1, 361-388.

Greenhaus, J. H., Parasuraman, S., & Collins, K. M. (2001). Career involvement and family
    involvement as moderators of relationships between work–family conflict and
    withdrawal from a profession. *Journal of Occupational Health Psychology*, *6*, 91-100.

Halbesleben, J. R., & Wheeler, A. R. (2008). The relative roles of engagement and
    embeddedness in predicting job performance and intention to leave. *Work and Stress, 22,*
    242-256.

Halbesleben, J. R., Harvey, J., & Bolino, M. C. (2009). Too engaged? A conservation of
    resources view of the relationship between work engagement and work interferences with
    family. *Journal of Applied Psychology, 94,* 1452-1465.

Halbesleben, J. R., Neveu, J-P., Paustian-Underdahl, S. C., & Westman, M. (2014). Getting to
    the "COR": Understanding the role of resources in conservation of resources theory.
    Journal of Management, *40*, 1334-1364.

Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress.
    American Psychologist, 44, 513-524.

Hobfoll, S. E. (2001). Social and psychological resources and adaptation. *Review of General
    Psychology, 6,* 307-324.

Hobfoll, S. E., Halbesleben, J., Neveu, J-P., & Westman, M. (2018). Conservation of resources in the organization context: The reality of resources and their consequences. *Annual Review of Organizational Psychology and Organizational Behavior, 5,* 103-128.

Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations*. Thousand Oaks, CA: Sage.

Holtom B. C., Mitchell, T. R., Lee, T. W. (2006) Increasing human and social capital by applying job embeddedness theory. *Organization Dynamics, 35,* 316 –331.

Hu, L., & Bentler, P. M. (1999). Cutoff criterion for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling*, *6,* 1-34.

Huffman, A H., Casper, W. J., & Payne, S. C. (2014). How does spouse career support relate to employee turnover? Work interfering with family and job satisfaction as mediators. *Journal of Organizational Behavior, 35,* 194-212.

Ishii-Kuntz, M., Makino, K., Kato, K., & Tsuchiya, M. (2004). Japanese fathers of preschoolers and their involvement in child care. *Journal of Marriage and Family*, *66*, 779-791.

Jiang, K., Liu, D., McKay, P.F., Lee, T.W., & Mitchell, T.R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, *97,* 1077-1096.

Johnson, T.D. (2008). *Maternity leave and employment patterns of first-time mothers: 1961-2003.* Current Population Report, P70-113. U.S. Census Bureau, Washington, DC.

Jones, R. S., & Seitani, H. (2019). *Labour market reform in Japan to cope with a shrinking and ageing population*. Economics department working papers, No. 1568, OECD: Paris.

Kahn, R. L., Wolfe, D. M., Quinn, R. P., Snoek, J. D., Rosenthal, R. A. (1964). *Organizational stress: Studies in role conflict and ambiguity*. New York: Wiley.

Kiazad, K., Holtom, B. C., Hom, P. W., Newman, A. (2015). Job embeddedness: A multifoci theoretical extension. *Journal of Applied Psychology*, 100, 641-659.

Kreiner, G. E. (2006). Consequences of work-home segmentation or integration: A person-environment fit perspective. *Journal of Organizational Behavior, 27,* 485-507.

Lee, T. H., Gerhart, B., Weller, I., & Trevor, C.O. (2008). Understanding voluntary turnover: Path-specific job satisfaction effects and the importance of unsolicited job offers. *Academy of Management Journal, 51,* 651-671.

Lee, T. W., & Maurer, S. (1999). The effects of family structure on organizational commitment, intention to leave and voluntary turnover. *Journal of Management Issues, 11,* 493-513.

Lee, T. W., Burch, T.C., & Mitchell, T.R. (2014). The story of why we stay: A review of job embeddedness. *Annual Review of Organizational Psychology and Organizational Behavior, 1,* 199-216.

Lee, T. W., Mitchell, T.R., Sablynski, C.J., Burton, J.P., & Holtom, B.C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal, 47,* 711-722.

Maertz, C. P., & Griffeth, R. W. (2008). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. *Journal of Management, 30,* 667-683.

Mallol, C.M., Holtom, B.C., & Lee, T.W. (2007). Job embeddedness in a culturally diverse environment. *Journal of Business and Psychology, 22,* 35-44.

March, J. G., & Simon, H. A. (1958). *Organizations.* New York: Wiley.

Matsui, T., Ohsawa, T., & Onglatco, M. L. (1995). Work-family conflict and the stress-buffering effects of husband support and coping behavior among Japanese married working women. *Journal of Vocational Behavior*, *47*, 178-192.

Mesmer-Magnus, J., & Viswesvaran, C. (2005). Converge between measures of work-to-family and family-to-work conflict: A meta-analytic examination. *Journal of Vocational Behavior, 67,* 215-232.

Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablynski, C. J., Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, *44,* 1102-1121.

Mobley, W. (1977). Intermediate linkages in the relationship between job satisfaction and employee turnover. *Journal of Applied Psychology, 62,* 237-240.

Nagase, N., & Brinton, N. C. (2017). The gender division of labor and second births: Labor market institutions and fertility in Japan. *Demographic Research, 36,* 339-370.

Nagase, N. & Yamaya, M. (2011). Career prospects of female university graduates in large Japanese firms: The difficulties and possibilities of track-based hiring practices. *Journal of Career Research (Kyaria Dezain Kenkyū), 7,* 95-105 (in Japanese).

Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family and family-work conflict scales. *Journal of Applied Psychology, 81,* 400-410.

Ng, T. W. H., & Feldman, D. C. (2009). Age, work experience, and the psychological contract. *Journal of Organizational Behavior*, *30*, 1053-1075.

Ng, T. W. H., & Feldman, D. C. (2012). The effects of organizational and community embeddedness on work-to-family and family-to-work conflict. *Journal of Applied Psychology, 97,* 1233-1251.

Nohe, C., Meier, L. L., Sonntag, K., & Michel, A. (2015). The chicken or the egg? A meta-analysis of panel studies of the relationship between work–family conflict and strain. *Journal of Applied Psychology*, *100*, 522-536.

North, S. (2009). Negotiating what's "natural": Persistent domestic gender role inequality in Japan. *Social Science Japan Journal, 1,* 23-44.

OECD. (2015) Inequality: Greater gender equality for more inclusive growth. https://www.oecd.org/policy-briefs/japan--greater-gender-equality-for-more-inclusive-growth.pdf

Peltokorpi, V., Allen, D. G., & Froese, F. (2015). Organizational embeddedness, turnover intentions, and voluntary turnover: The moderating effects of employee demographic characteristics and value orientations. *Journal of Organizational Behavior*, 36, 292-312.

Peng, C. Y. J., Lee, K. L., & Ingersoll, G. M. (2002). An introduction to logistic regression analysis and reporting. *Journal of Educational Research, 96,* 3-14.

Porter, C. M., Posthuma, R. A., Maertz Jr., C. P., Joplin, J. R. W., Rigby, J., Gordon, M., & Graves, K. (2019). On-the-job and off-the-job embeddedness differentially influence relationships between informal job search and turnover. *Journal of Applied Psychology, 104,* 678-689.

Ramesh, A., & Gelfand, M. J. (2010). Will they stay or will they go? The role of job embeddedness in predicting turnover in individualistic and collectivistic cultures. *Journal of Applied Psychology*, *95*, 807-823.

Rich, M. (2019, February 2). Japan's working mothers: Record responsibilities, little help from dads. *The New York Times*. Retrieved from https://www.nytimes.com/2019/02/02/world/asia/japan-working-mothers.html

Ros, M., Schwartz, S. H., & Surkiss, S. (1999). Basic individual values, work values, and the
      meaning of work. *Applied Psychology: An International Review*, *48*, 49-71.

Rubenstein. A.L., Eberly, M.B., Lee, T.W., & Mitchell, T.R. (2018). Surveying the forest: A
      meta-analysis, moderator investigation, and future-oriented discussion of the antecedents
      of voluntary employee turnover. *Personnel Psychology, 71,* 23-65.

Sekine, M., Chandola, T., Martikainen, P., Marmot, M., Kagamimori, S. (2010). Sex differences
      in physical and mental functioning of Japanese civil servants: Explanations from work
      and family characteristics. *Social Science & Medicine, 71,* 2091-2099.

Takeuchi, H. (1995). *Japanese meritocracy.* Tokyo: University of Tokyo Press (in Japanese).

ten Brummelhuis, L. L., & Bakker, A. B. (2012). A resource perspective on the work–home
      interface: The work–home resources model. *American Psychologist*, *67*, 545-556.

Voydanoff, P. (2001). Incorporating community into work and family research: A review of
      basic relationships. *Human Relations, 54,* 1609-1637.

Wheeler, A. R., Harris, K. J., & Sablynski, C. J. (2012). How do employees invest abundant
      resources? The mediating role of work effort in the job-embeddedness/job-performance
      relationship. *Journal of Applied Social Psychology*, *42*, E244-E266.

Williams, J. C., Berdahl, J. L., & Vandello, J. A. (2016). Beyond work-life "integration". *Annual
      Review of Psychology*, *67,* 515-539.

Yang, J., Bently, J. R., Treadway, D. C., Brouer, R. L., & Wallace, A. (2018). The role of
      affective commitment and political skill in the work interfering with family (WIF)
      conflict–voluntary turnover relationship. *The International Journal of Human Resource
      Management*, *29*, 595-613.

Yashiro, N. (2011). Myths about Japanese employment practices: An increasing insider–outsider
      conflict of interests. *Contemporary Japan, 23,* 133-155.

Zhang, M., Fried, D. D., & Griffeth, R. W. (2012). A review of job embeddedness: Conceptual,
      measurement issues, and directions for future research. *Human Resource Management
      Review*, *22,* 220-231.

Table 1

Means (M), Standard Deviations (SD), and Intercorrelations among Variables

Variable	M	SD	1	2	3	4	5	6	7	8	9	10
1. Tenure	10.53	7.75										
2. Age	42.08	8.64	.39 **									
3. Number of children	1.64	.69	.10 **	.28 **								
4. Salary (log.)	2.47	.34	.35 **	-.01	-.08 *							
5. Spouse salary (log.)	2.67	.54	-.00	.01	.10 **	.13 **						
6. Job satisfaction	4.40	1.42	.16 **	.03	.05	.06	-.01					
7. Work-home conflict	3.59	1.23	.03	-.06	-.04	.08 *	-.08 *	-.26 **				
8. Home-work conflict	3.62	1.16	.03	-.17 **	-.02	.09 *	-.02	-.07 *	.58 **			
9. On-the-job embeddedness	4.35	1.24	.32 **	.12 **	.06	.12 **	-.02	.56 **	-.06	.01		
10. Off-the-job embeddedness	3.96	1.30	.09 *	.08 *	.06	-.02	-.05	.29 **	-.07	-.05	.36 **	
11. Voluntary turnover	.12	.33	-.14 **	-.05	-.02	-.12 **	-.09 *	-.19 **	.04	-.00	-.23 **	-.06

Notes. $N = 717$. ** $p < .01$, * $p < .05$.

Table 2

Moderation results for embeddedness domains and work-home conflict predicting voluntary turnover

Variable	Model 1 (Control Variables)								Model 2 (Main Effects)								Model 3 (Interactions)							
	B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	-	UL	B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	-	UL	B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	-	UL
Tenure	-.04*	.02	3.94	.05	.96	-.08	-	-.00	-.02	.02	1.28	.26	.98	.94	-	1.02	-.02	.02	1.32	.25	.98	.94	-	1.02
Age	-.01	.01	.48	.49	.99	-.04	-	.02	-.01	.02	.58	.45	.99	.96	-	1.02	-.01	.02	.57	.45	.99	.96	-	1.02
Number of children	.01	.19	.01	.94	1.01	-.35	-	.38	.01	.19	.00	.95	1.01	.70	-	1.47	.03	.19	.03	.86	1.03	.71	-	1.51
Salary (log)	-.63	.35	3.34	.07	.53	-1.31	-	.05	-.67	.36	3.51	.06	.51	.25	-	1.03	-.62	.36	2.96	.09	.54	.26	-	1.09
Spouse salary (log)	-.41*	.19	4.83	.03	.66	-.78	-	-.04	-.41*	.19	4.37	.04	.67	.46	-	.97	-.43*	.20	4.75	.03	.65	.44	-	.96
Job satisfaction	-.50**	.11	19.91	.00	.70	-.51	-	-.20	-.18	.10	3.19	.07	.83	.68	-	1.02	-.18	.10	2.91	.09	.84	.68	-	1.03
Home-work conflict	-.01	.12	.01	.94	.99	-.21	-	.19	-.00	.15	.00	.98	1.00	.74	-	1.34	.00	.15	.00	.99	1.00	.74	-	1.36
Work-home conflict									.06	.16	.15	.70	1.06	.78	-	1.44	-.01	.16	.01	.93	.99	.71	-	1.36
On-the-job embeddedness									-.51**	.16	10.49	.00	.60	.44	-	.82	-.51**	.16	10.70	.00	.60	.44	-	.81
Off-the-job embeddedness									.08	.13	.35	.55	1.08	.84	-	1.39	.07	.13	.24	.62	1.07	.82	-	1.38
Work-home conflict x On-the-job embeddedness																	-.29*	.12	5.33	.02	.75	.59	-	.96
Work-home conflict x Off-the-job embeddedness																	.37**	.13	8.23	.00	1.44	1.12	-	1.85
Model $\chi^2_{(df)}$	43.40$_{(7)}$ **			.00					54.27$_{(10)}$ **			.00					63.33$_{(12)}$**			.00				
-2 Log likelihood	-486.58								475.71								466.65							
Nagelkerke R^2	.11								.14								.16							

Conditional effect of work-home conflict at levels of on-the-job embeddedness

	B	SE	Z-value		LL	-	UL
-1 SD	.21	.14	1.48		-.07	-	.49
M	-.01	.13	-0.09		-.28	-	.25
+1 SD	-.24	.19	-1.27		-.60	-	.13

Conditional effect of work-home conflict at levels of off-the-job embeddedness

	B	SE	Z-value		LL	-	UL
-1 SD	-.33	.18	-1.88		-.68	-	.01
M	-.01	.04	-0.09		-.28	-	.25
+1 SD	.26	.16	1.60		-.06	-	.58

Notes. $N = 717$. B = unstandardized coefficient, SE = standard error, CI = confidence interval, LL = lower limit, UL = upper limit. Bootstrapped sample size for conditional effects = 5,000. * $p < .05$, ** $p < .01$

Table 3

Moderation results for embeddedness domains and home-work conflict predicting voluntary turnover

Variable	Model 1 (Control Variables) B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	- UL	Model 2 (Main Effects) B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	- UL	Model 3 (Interactions) B	SE	Wald Statistic	p-value	Odds Ratio	95% CI LL	- UL
Tenure	-.04*	.02	3.99	.05	.96	-.08	-.00	-.02	.02	1.28	.26	.98	.94	1.02	-.02	.02	1.26	.26	.98	.94	1.02
Age	-.01	.01	.47	.49	.99	-.04	.02	-.01	.02	.58	.45	.99	.96	1.02	-.01	.02	.70	.40	.99	.96	1.02
Number of children	.01	.19	.01	.95	1.01	-.35	.38	.01	.19	.00	.95	1.01	.70	1.47	.02	.19	.01	.91	1.02	.70	1.50
Salary (log)	-.64	.35	3.35	.07	.53	-1.32	.04	-.67	.36	3.51	.06	.51	.25	1.03	-.63	.36	3.01	.08	.53	.26	1.09
Spouse salary (log)	-.41*	.19	4.76	.03	.66	-.79	-.04	-.41*	.19	4.37	.04	.67	.46	.97	-.40*	.20	4.01	.04	.67	.45	.99
Job satisfaction	-.51**	.12	18.54	.00	.60	-.52	-.19	-.18	.10	3.19	.07	.83	.68	1.02	-.17	.10	2.84	.09	.84	.69	1.03
Work-home conflict	.00	.12	.00	.98	1.00	-.19	.20	-.00	.15	.00	.98	.10	.74	1.34	-.14	.17	.72	.40	.87	.62	1.20
Home-work conflict								.06	.16	.15	.70	1.06	.78	1.44	.07	.16	.17	.68	1.07	.78	1.46
On-the-job embeddedness								-.51**	.16	10.49	.00	.60	.44	.82	-.57**	.16	12.49	.00	.57	.41	.78
Off-the-job embeddedness								.08	.13	.35	.55	1.08	.84	1.39	.08	.13	.33	.57	1.08	.83	1.40
Home-work conflict x On-the-job embeddedness															-.39**	.13	9.05	.00	.68	.52	.87
Home-work conflict x Off-the-job embeddedness															.27*	.12	4.98	.02	1.31	1.03	1.67
Model χ²(df)	43.40(7) **	.00						54.27(10) **	.00						64.90(12) **	.00					
-2 Log likelihood	486.59							475.71							465.08							
Nagelkerke R²	.11							.14							.17							

Conditional effect of home-work conflict at levels of on-the-job embeddedness

	B	SE	Z-value	LL	-	UL
-1 SD	.20	.15	1.31	-.10	-	.49
M	-.13	.15	-0.88	-.41	-	.16
+1 SD	-.45	.21	-2.20*	-.86	-	-.05

Conditional effect of home-work conflict at levels of off-the-job embeddedness

	B	SE	Z-value	LL	-	UL
-1 SD	-.38	.18	-2.14*	-.73	-	-.03
M	-.13	.15	-0.88	-.41	-	.16
+1 SD	.09	.18	0.50	-.26	-	.44

Notes. $N = 717$. B = unstandardized coefficient, SE = standard error, CI = confidence interval, LL = lower limit, UL = upper limit. Bootstrapped sample size for conditional effects = 5,000. * $p < .05$, ** $p < .01$
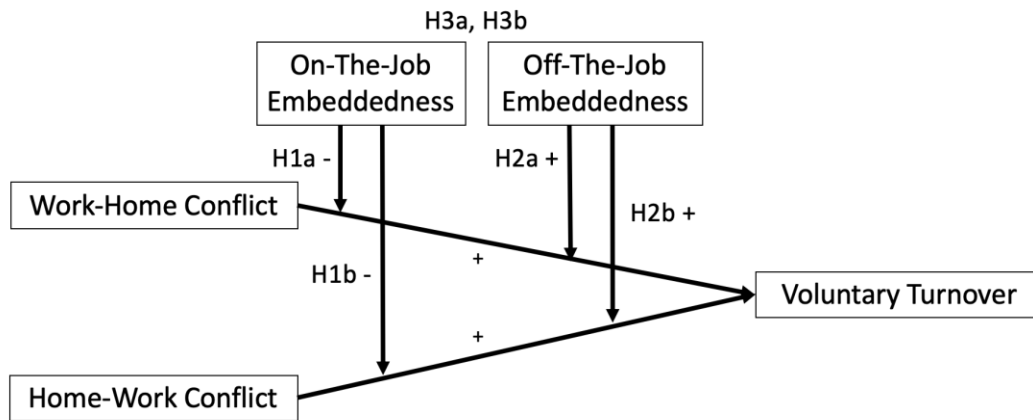
Figure 1
Research model

Figure 2
Interaction between work-home conflict and on-the-job embeddedness predicting voluntary turnover

Figure 3
Interaction between home-work conflict and on-the-job embeddedness predicting voluntary turnover
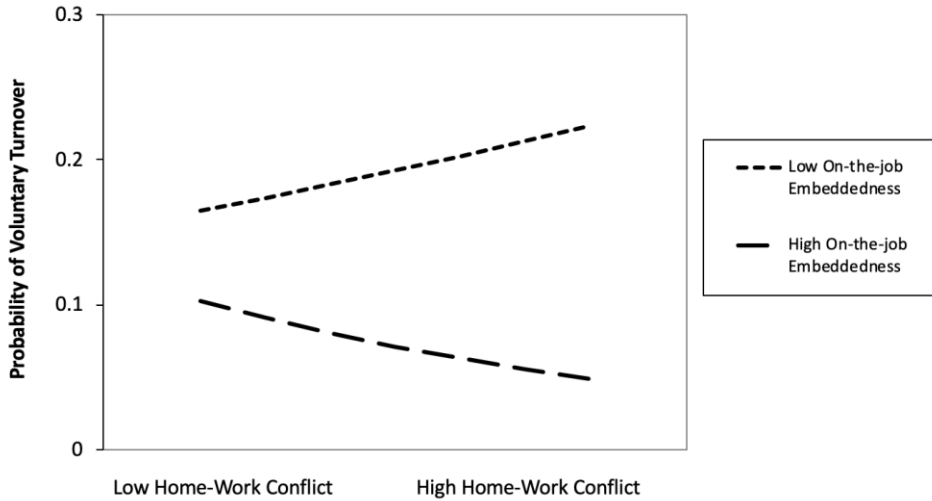
Figure 4
Interaction between work-home conflict and off-the-job embeddedness predicting voluntary turnover

Figure 5
Interaction between home-work conflict and off-the-job embeddedness predicting voluntary turnover