Sustaining the Balance: Exploring the Dynamic Interplay of Work-Life Conflict, Motivation, And Turnover Intention Among Saudi Female Employees in the Private Sector of Saudi Arabia

Manal Omar Al Zahrani[1], Abdulrahman Alshaikhmubarak[2]

Abstract

This paper examines the connection between work-life conflict, work motivation, and turnover intentions among female employees working in Saudi Arabia's private sector sustaining the balance between work and life. Data for this study was collected from 120 women working in Saudi Arabia's private sector. The findings suggest that even though work-life conflict is common among Saudi Arabian women working in the private sector, it has a low negative impact on their motivation at work. The study also established that work-life conflict among women employed in Saudi Arabia's private sector had no direct impact on the women's intent to resign from their jobs. However, the women's work motivation mediated the link between work-life conflict and turn-over intentions, even though the 'mediated linkage' was also very weak. Organizations should implement practices that minimize the conflict between work and life to attain a sustainable balance within the workforce. This study's originality stems from extensive research on the dynamics surrounding female employment in Saudi Arabia's job market. Its value also arises from the development of a conceptual framework that explains work motivation and turnover inten-tions through the lens of four human motivation theories. Subsequently, its results provide stakeholders of Saudi's labor sector with empirical data on the influence that work-life conflict has on female employees' job motivation and turnover intentions.

Keywords: Work-Life Conflict (WLC), Work Motivation (WM), Turnover Intentions (TI), Private Sector, Female Employees.

Introduction

Saudi Arabia's Vision 2030 plan provides the nation with a clear road map for achieving its objectives and building a sustainable future for the Kingdom. In light of this key objective, Saudi's Ministry of Labour and Social Development seeks to increase women's participation in the workforce and reduce their unemployment rate. As such, the Saudi government is committed to giving women the opportunity they require to take part in the economic development of the kingdom (Naseem, S., 2017).

However, amid the efforts to boost levels of employment in the country, there are reports of an increase in work-life conflict among Saudi female employees. This is be-cause, after years of workplace discrimination, Saudi women have only recently begun to enter the workforce and are, thus, expected to prove themselves by performing op-timally. Nonetheless, Saudi society still expects women to keep playing their primary roles of housework and childcare. As a result, the stress of handling responsibilities at work and home can be overwhelming to Saudi women especially those working in the highly competitive private sector.

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[1] King Faisal University, Email: manal.alz94@gmail.com

[2] King Faisal University, Email: aalshaik@kfu.edu.sa.

When a female employee suffers from work-life conflict, it can happen in two ways. First, the female employee may be forcefully overworked by a mean and unreasonable employer. A female employee may also be so eager to advance in her career that she spends too much time and energy at work at the expense of her family. This family ne-glect may bring about negative issues from her loved ones (spouse or children who need her attention) and this will affect the employee's emotional and mental state. Second, a female employee may be dealing with so many issues at home that it affects her con-centration and performance at work.

Both instances of work-life conflict have a negative effect on both the employee and the organization because when the employee is distracted by external events, their work motivation and performance decline. Subsequently, when an employee's performance decreases, the organization's performance is also bound to decline (Al-Alawi et al, 2021). This will have repercussions on the sustainability of the workforce in the work envi-ronment, as this conflict may lead to high turnover of employees If work demotivation persists, an employee may entertain the thought of quitting their present job, which comes at a cost to their employer when it happens. This is why employees must have a work-life balance to ensure that they are motivated enough not to quit their jobs.

Thus, this study seeks to assess the relationships between conflicting work-life schedules, job motivation, and intentions to quit by addressing the following questions: Is there a significant link between work-life conflict and the motivation of Saudi female employees? Is there a significant relationship between the Saudi female employees' job motivation of and their intentions to quit? Is there a significant relationship between work-life conflict among Saudi female employees and their intentions to quit their jobs? What is the nature of the association between work-life conflict, job motivation, and Saudi female private-sector employees'intention to quit their jobs?

The study contributes to emperical literature on Saudi Arabia's employment sector. In particular, the study offers more insight regarding the degree to which Saudi women employed in private organizations experience work-life conflict and whether it affects their motivation to work and hold onto their jobs.

Theoretical Background

Work and life demands play an important role in an individual's life. Al-Alawi et al, (2021) note that work-life balance is a key contributor to the enhancement of employees' overall happiness, success, health, and well-being. Unfortunately, based on the docu-mented literature, some employers in Saudi Arabia have not been able to successfully create organizational cultures that promote work-life conflict (Allam, 2019). The ripple impact is the issue of increased work-life conflict among the employees. According to Alfarasani and Mohammad (2021), women in the Saudi Arabian context and the overall Gulf region have been the hardest hit by work-life conflict challenges. This is primarily because of the strongly embedded traditional gender roles that still exist in the region, where women play a central role in home keeping (Bertsch, 2017).

In the wake of the huge steps being made toward female empowerment in the country, women are gradually entering into independent employment and professional pursuits in larger numbers. However, given their huge household responsibilities, Saudi women have to try harder than men to uphold a good conflict between time spent at work and with family (Alfarran, 2021). To some degree, this is the reason why most women compared to men in the region are finding it troublesome to attain a good work-life balance. Consequently, if previous studies on human

motivation are anything to go by, work-life conflicts present a serious problem for employees, organizations, and families as discussed in the section below.

Human Motivation Theories

Employee motivation is a critical organizational aspect that can foster the attain-ment of desired organizational goals (Clayton, 2020). Moreover, employee motivation can take different approaches based on organizational factors like organizational structure and long-term goals. Some of the most common need-based models of moti-vation include Maslow's hierarchy of needs, Clayton Alderfer's E-R-G model, Herzberg's model, and McClelland's three needs model. Based on the review of the literature de-scribing these need-based motivation models, the research study had a sufficient ref-erence point to help elucidate the interconnection between work-life conflict, employee motivation, and turnover intention.

Maslow's Hierarchy of Needs	Clayton Alderfer's E-R-G theory	McClelland's Tree Needs Theory	Herzberg's (Two-Factor) Theory
Self-Actualization	Growth	Need for Achievement	Motivation Factors
Esteem needs		Need for Power	
Belongingness	Relatedness	Need for affiliation	Hygiene factors
Safety needs	Existence		
Physiological needs			

Table 1. A Comparison of the Four Main Theories of Human Motivation

Maslow's Hierarchy of Needs

This human motivation theory ranks human needs into five key stages. These stages include first, physiological needs which entail food, water, shelter, sleep, cloth-ing, and reproduction (Osemeke & Adegboyega, 2017). The second stage in the hierar-chy is the safety needs which entail personal safety, job security, property, health, and resources. Next in the hierarchy are the love and belonging needs. This third stage comprises having a sense of connection which entails family, friendship, and intimacy. In stage four, there are esteem needs and these entail respect, self-esteem, status, recognition, and freedom. The last stage and top of the hierarchy is the need for self-actualization. This stage is characterized by the desire to realize one's full personal potential and become the most that one can be. Notably, an important rule under this theory is that one cannot fulfil the needs in a higher stage before the needs in a lower stage are fulfilled (Osemeke & Adegboyega, 2017). In other words, a person who is yet to get a job can claim to have shelter and be healthy but cannot claim to have the per-sonal freedom enjoyed by someone pursuing esteem needs.

In the context of this paper and as discussed in the subsequent sub-sections of this chapter, Maslow's Hierarchy of Needs can help to explain why a Saudi woman can choose to quit a demanding job in favor of nursing her newborn baby. For her, the need for reproduction (childrearing) is ultimately more important than being job-secure or amassing wealth /property. Similarly, when the Saudi woman's child is older, she may decide to work long hours at her job place at the expense of spending quality time with her family because the need for job security and wealth creation is more important than the need for love and belonging (Osemeke &

Adegboyega, 2017). As such, the theory helps to explain why employees will be highly motivated to leave a job that denies or does not help them satisfy important needs (in the first two stages) such as sleep, food, shelter, health, personal security, job security, and financial security.
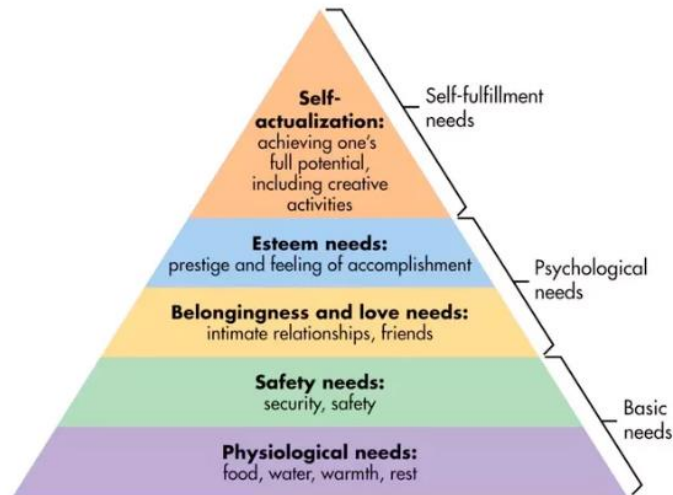

Figure 1: Maslow Hierarchy of Needs

Existence, Relatedness, and Growth Theory

The ERG theory was developed in 1969 by Clayton Alderfer. It is remarkably similar to Maslow's Hierarchy of Needs in that while Maslow groups human needs into 5 stages, ERG Theory categorizes them into 3 stages namely existence, relatedness, and growth. A second way that Alderfer's theory differs from Maslow's theory is that the ERG theory suggests that all three core motivational needs in the workplace (existence, relatedness, and growth) must be satisfied at the same time (Clayton, 2020). ERG con-trasts Maslow's theory in that the needs identified under Maslow's pyramid are satis-fied one at a time.

Further comparison between Alderfer's and Maslow's theories reveals some sim-ilarities between them. For instance, the motivation need 'Existence' in the ERG theory represents the two Maslow theory's lowest levels, namely Physiological and Safety needs. Similarly, the need, 'Relatedness' in Alderfer's theory equates Maslow theory's mid-levels needs i.e., social belonging and self-esteem (Osemeke & Adegboyega, 2017). Moreover, the last component of human motivation under Alderfer's theory (Growth) equates to the top-most level of Maslow's pyramid i.e., Self-actualization.

As earlier stated, Alderfer claims that in the workplace, employee motivation can only be sustained if all three needs are met. Therefore, according to this theory, em-ployee motivation at work mostly occurs whenever at least one of the three needs goes unmet (Clayton, 2020). For example, an employee who feels that his/her job does not give them enough growth opportunities may experience demotivation and frustration. Similarly, poor relations between employees also lead to a lack of motivation at work, while poor pay and bad working conditions (e.g., overworking) may likely lead to high employee turnover.

McClelland's Three Needs Theory

Thirdly, McClelland's three needs model is also another practical approach that managers utilize to foster employee motivation (Clayton, 2020). The practicality of McClelland's three needs model is seen by its ability to foster employee reallocation by motivating them to take up new and desirable roles in the organization. According to Osemeke & Adegboyega (2017), all people exhibit three primary needs in the workplace and at any given time, they strive to satisfy their most predominant need. These needs include the need for power, the need for achievement, and the need for affiliation. When employees do not feel a sense of togetherness with their colleagues due to poor relations with each other, when they are denied the power to make important personal decisions at work, or when they do not feel a sense of career progression or personal achievement, their motivation declines. Work environments that deny employees the capacity to satisfy each of these three needs are always at a high risk of experiencing employee turnover.

Two-Factor Motivation Theory

This model of human motivation is also called Herzberg's motivation-hygiene theory. It posits that there is a pair of mutually exclusive factors (motivating factors or hygiene factors) that cause employees to either be satisfied or dissatisfied with their jobs. According to this theory, motivating factors are those that inspire job satisfaction among employees. These factors equate to the 'growth' aspect of ERG theory and the 'self-actualization' stage of Maslow's theory. Factors that motivate employees include recognition for accomplishments, job promotion, and opportunities for career and personal growth. On the flip side, factors that cause job dissatisfaction among em-ployees include; poor working conditions, the physical workplace, relationships with workmates and superiors, salary, quality of supervisor, and work policies and rules (Clayton, 2020).

Model Development and Hypothesis

How Work-Life Conflict Affects Work Motivation.

The findings from the empirical studies discussed above suggest a strong link between work-life conflict and job motivation (Osemeke & Adegboyega, 2017; Clayton, 2020). This is because based on human motivation theories such as Maslow and Alder-fer's theories, two of the primal needs that determine people's level of motivation in-clude physiological needs such as shelter, and rest (Osemeke & Adegboyega, 2017). Therefore, work environments that prevent employees from having enough time for relaxation will eventually demotivate employees, especially if the long working hours begin to affect the employees' health through burnout.

Moreover, human motivation theories mention love and belonging needs (which comprise family, friendship, and intimacy) as another class of key human motivators. Thus, job environments that deny workers enough time to satisfy these relatedness needs (such as adequate family time) are likely to demotivate employees. Also, higher up the hierarchy of needs the is a need for respect and freedom. As such, whenever family issues negatively affect an employee's job performance to the extent that he or she misses out on opportunities for career growth (such as promotions or salary raises) then the employee gets demotivated.

The literature review has revealed that women in Saudi culture are women largely expected to take care of their children among other important family affairs. Thus, family responsibilities may undermine their capacity to work optimally in their jobs and keep them in junior positions. This career stagnation can be quite demoralizing. Fur-thermore, workplaces that show little

respect for female employees' freedoms (for in-stance, by over-working or underpaying them) can also be a source of the employees' work demotivation.

Alderfer's EKG theory states that workers are only truly motivated if all three core needs (Existence, Relatedness, and Growth needs) are met. Therefore, if Saudi female employees lack motivation at their workplace, then they will likely get demotivated because at least one of the three needs is unmet (Clayton, 2020). Therefore, this study seeks to establish whether Saudi female employees in the private sector experience work-life conflict and to what extent it causes job demotivation. Hence the hypothesis:

H1: There is a significant impact of Work-Life Conflict (WLC) on Work Motivation (WM).

The Effect of Work Motivation on Turnover Intentions.

The review of empirical studies such as Ahmad et al (2011) revealed that burnout and stress from work are among the top factors that are positively correlated with em-ployee turnover ideation and eventual attrition. This sentiment was echoed by Alfarran (2021), who stated that some of the core motivating factors among employees include their level of performance, recognition as well as appreciation. However, in instances where employees feel overworked and burned out from the stress at work, their level of performance is likely to drop, and their job output is likely to deteriorate. This means that the employees will seldom receive recognition or appreciation for their dismal performance, and as such, this may encourage thoughts of quitting the job.

In acknowledgement of the positive relationship that exists between work moti-vation ad turnover intentions, McClelland's three needs model posits that all people exhibit three primary needs in the workplace at any given time, and they strive to satisfy their most predominant need. These needs include the need for power, the need for achievement, and the need for affiliation. When these needs are unmet at the workplace, then work demotivation sets in. For instance, Al-Asfour et al (2017) state that if an em-ployee's workplace offers him/her little opportunity for career growth through job promotions and salary increments, then the employee may begin entertaining the idea to quit their job especially if they believe they can receive better job offers from alter-native workplaces. This research would like to establish whether Saudi female em-ployees in the private sector also feel the urge to quit their jobs due to a lack of motiva-tion in their work. Hence the hypothesis:

 H2: There is a significant impact of Work Motivation (WM) on Intentions to Quit (TI)

The Impact of Work-Life Conflict on Turnover Intentions

As discussed in hypothesis 1 above, the results from seminal studies generally suggest a correlation between Work-Life conflict and decreased motivation at work. Among the studies that support this notion is Asfahani (2021) who warns that some female employees are at times faced with highly demanding work schedules which eat into their personal-life schedules and gradually leave them highly demoralized at work. Asfahani (2021) further claims that it is common for Saudi female workers to be forced to work overtime, which often leads to increased stress, frustration, and depression all of which have a positive correlation with decreased motivation at work (Tamunomiebi & Oyibo, 2020).

Furthermore, studies have attributed motivational decline at work to personal and family life spill-over effects. Alessa (2017) posits that the challenges experienced by Saudi female employees in their personal and family life may find their way into their career life, eventually

making it very challenging for them to cope and effectively deliver on the job responsibilities. However, there is not much written about whether female employees affected by Work-Life Conflicts reach a point where they intend to quit their jobs. Hence, the study's hypothesis:

H3: There is a significant impact of Work-Life Conflict (WLC) on Intentions to Quit (TI)

The Mediating Effect of Job Motivation on Work-Life Conflict and Intentions to Quit.

From the review of the literature, some studies generally suggested that Work-Life Conflict had a strong impact on work motivation while other studies claimed that work motivation had an impact on turnover ideation and intention. For instance, Yusoff et al (2013) and Ahmad et al (2011) argued that the side-effects of work-life conflict (such as high burnout and stress levels) cause a decrease in employee performance as per the set organizational goals. Poor job performance at work makes employees less likely to be recognized and appreciated and this further lower employee motivation. Subsequently, low work motivation leads to even lower performance and productivity, which hinders employees' prospects for career growth. This makes the employees feel in a dead-end position eventually prompting them to consider looking for other available job alterna-tives. However, since there is a lack of studies showing that employees quit their jobs as a result of Work-Life Conflict, then this study seeks to test the hypothesis that:

H4: Work Motivation Mediates the Relationship between Work-Life Conflict and Turnover Intentions.
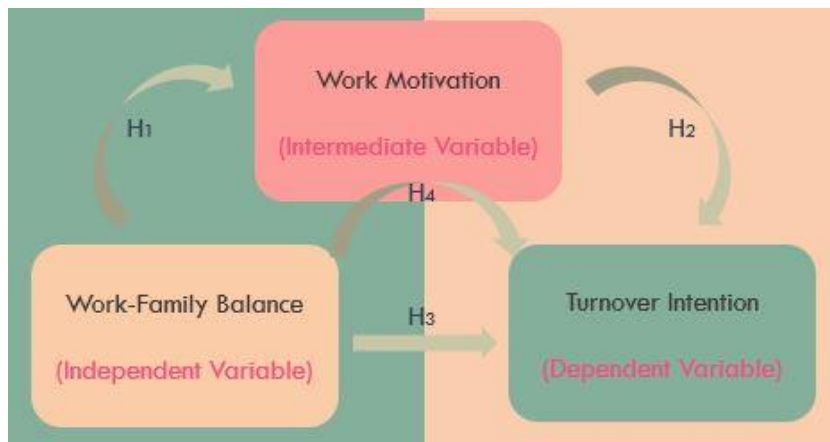

Figure 2: Conceptual Framework (Hypotheses)

Materials and Methods

The sample size targeted for this research was 200 respondents from a sample population of female employees working in Saudi Arabia's private sector. Two nonprobability sampling techniques were used in this study. They include convenience sampling and snowball sampling techniques. The sample population was first selected using the convenience sampling method because it simply entails choosing research participants from a pool of participants that are easy to access and willing to take part in the study. As such, part of the study population that was acquired through this tech-nique included female family members, friends, and acquaintances.

After the initial phase of convenience sampling, the study used the snowball sampling technique to acquire more research participants. This entailed using the first batch of respondents gained

through convenience sampling to get the rest of the re-search participants. The initial batch of respondents was asked to share the survey link online among their female friends and acquaintances who are employed as well and encourage them to contribute to the survey. Nonetheless, guidelines were set in the distribution of the questionnaire to ensure that the women added to the sample had comparable responsibilities in terms of their job and family duties.

Data collection for this research paper was done using a self-administered close-ended questionnaire. After inputting the questions and potential response options onto a Google form, the link to the questionnaire was sent to female family members and friends who are working in the private sector. The questionnaire was distributed online. Then the survey participants were asked to respond to the survey questions and re-distribute it among their female colleagues as well for it to reach a wider pool of potential research participants. Out of the more than 200 questionnaires that were re-turned, the researcher excluded all questionnaires that had missing data while sixty-one questionnaires were eliminated since they indicated that the respondents worked in the public sector instead of the private sector. Overall, 120 usable questionnaires re-mained, accounting for a relatively strong response rate of about 60%.

Measures

This research sought to investigate the relationship that three factors (Work-Life Conflict, Work Motivation, and Turnover intention) play in describing the suitability of Saudi Arabia's job market. These factors included. To get a better understanding of the factors that affect Work-Life Conflict, the study used measurement items derived from a previous study by Netemeyer et al. (1996). The study sought to develop and validate Work-Life Conflict scales. The five measurement items applied in this study included work demands, time limitations, family neglect, job strains, and family plans disruption.

Secondly, concerning the second construct, 'Work Motivation', there were six measurement items applied in this paper. These items were sourced from a study by Susan et al (2021) which sought to establish to the qualitative techniques used in cre-ating novel metrics for determining how much employees thrive from their work (Susan et al., 2021). They included Personal job satisfaction, job-based self-opinion, pride in a job well done, high work standards, job satisfaction, and constant improvement. Lastly, regarding measuring the third construct, turnover intention, three items were adapted from a study by Lee et al (2012) which sought to investigate which factors influenced the turnover intention of staff working in Tainwanese hotels. These factors included 'Con-sidering quitting a current job,' Intention to quit a current job,' and 'Currently job hunting.'

For all items in the three constructs, the research participants were required to in-dicate the level to which they agreed or disagreed with the questions asked. Study re-spondents answered questions using a Likert scale with numerical values ranging be-tween Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, and Strongly Agree = 5. The study's control variables comprised consisted of demographic factors which in-cluded respondents' information about their, age, gender, marital status, and national-ity.

Analytical Procedure

The manual transfer of the raw data into the MS Excel application and the IBM SPSS was done before data analysis began. The SPSS application was then used to code the data, perform descriptive analyses and run inferential statistical tests on the data. The data was then transferred to Smart PLS4 software which was used to perform Structural Equation Modelling (SEM). SEM

is ideal for probing structural relationships between independent, intermediate, and dependent variables in a study with a significant sam-ple size (n=120). The decision to use SEM as the analysis technique preferred over other analysis methods, was based on the fact that it allowed for testing of interrelationships to be carried out concurrently among different variables in the study.

SEM was undertaken in a couple of steps, namely testing of the measurement model and testing of the hypotheses in the structural models. The study then investi-gated the connections between the independent, intermediate, and dependent variables using correlation and regression analysis. Then the results were discussed to formulate generalized inferences and conclusions about the outcomes of the study. The analysis will then establish the relationship that exists between the inferences obtained from the study and theories of human motivation. Examining this interlinkage will help the study arrive at a conclusion about the impact of work-life conflict on the work motiva-tion and turnover rates among female workers in the Saudi private sector.

Constructs	Measurement Items	Literature Adapted
Work-Family Conflict	The demands of my work interfere with my home and family life. The amount of time my job takes up makes it difficult to fulfill family responsibilities. Things I want to do at home do not get done because of the demands my job puts on me. My job produces strain that makes it difficult to fulfill other responsibilities and family duties. Due to work-related duties, I have to make changes to my plans for family activities.	Netemeyer et al. (1996)
Work Motivation	I feel a sense of personal satisfaction when I do this job well. My opinion of myself goes down when I do the job badly. I take pride in doing my job as well as I can. I feel unhappy when my work is not up to my usual standard. I like to look back at a day's work with a sense of a job well done. I try to think if ways of doing my job effectively.	Susan et al. (2021)

Turnover Intention	I often seriously consider leaving my current job. I intend to quit my current job. I have started to look for other jobs.	Lee et. al. (2012)

Table 2. Constructs and Relative Questions

Results

The research sought to collect information from a sample size of 200 respondents. However, out of all the online surveys that were sent out to more than 200 potential respondents, many participants failed to answer all questions in the survey, and their responses were eliminated from the sample. Only 181 respondents that participated in the research had completed the survey, and out of these, an even lower number (120 respondents) had met the full criteria required to participate in the study, i.e., were Saudi females aged above 18 years and employed in the private sector. As such, the researchers analyzed results from a sample of only 120 respondents, and their demo-graphic statistics are discussed in the tables below.

Table 3 below shows that the majority (47.5%- nearly half) of respondents were aged between 29 and 35 years old, closely followed by respondents aged between 22 and 28 years old. Cumulatively, nearly 90% of the respondents were aged below 35 years.

Variable	Group	Sample Size (n=120)	
		Occurrence	Ratio (%)
Gender	Female	120	100
Age	36 years old or above	14	11.7%
	from 22 to 28	48	40.0%
	from 29 to 35	57	47.5%
	Under 21	1	0.8%
Marital Status	Married	39	32.5%
	Separated	9	7.5%
	Single	71	59.2%
	Widowed	1	0.8%
Total		120	100%

Table 3. Respondents' Demographic Statistics

Statistical Data

The Structural Equation Modelling (SEM) analysis included an assessment of the dataset's Measurement and Structural Models. The results of the first and subsequent CFA analysis indicated that all three constructs had one or two of their items (questions) deleted to increase the reliability and validity of the model. For instance, two out of five items (1.2 and 1.5) with the lowest factor loadings were deleted from the WLC construct. Moreover, the construct WM had two of its indicators with the lowest factor loadings (2.1 and 2.6) deleted, while the construct

TI had one of its items (3.3) deleted. The dele-tions were made to increase the constructs' reliability and validity. In all cases, only the items with the lowest factor loading were deleted and then CFA was estimated again.

However, despite these efforts, the construct WLC did not pass the Composite Reliability test as it has a Cronbach's Alpha value of below 0.7. Moreover, the construct WM had an Average variance extracted (AVE) value of less than 0.5. which implied that it did not pass the convergent validity test. However, there was no multicollinearity or discriminant validity problem noted in the model.

The path coefficients, t-statistics, and significance level (p-value) for each hypoth-esized link are shown in Tables 4 and 5 below. The suggested hypothesis is accepted or rejected based on the outcomes of the path evaluation as explained below.

Hypothesis Testing

H1: The Work-Family Conflict (WFC) has a significantly negative impact on Work Mo-tivation (WM).

H1 examines the strength and nature of the relationship between Work-Life con-flict (WLC) and Saudi female employees' motivation (WM) in the private sector. The findings showed that WLC significantly influences WM (β = -0.315, t = 3.760, p = .000). H1 was therefore supported.

H2: The Work Motivation (WM) has a significantly negative impact on Intentions to Quit (TI).

H2 examines whether there is a connection between Saudi female employees' in-tentions to resign and their level of job motivation. (β = -.260, t = 2.899, p = 0.002) The findings showed that WM had a significant effect on TI. H2 was therefore supported.

H3: The Work-Family Conflict (WFC) has a significantly positive impact on Intentions to Quit (TI).

H3 assesses whether there is a connection between work-life conflict and Saudi women workers' inclination to quit their jobs. The findings showed that WFC affects T1 (H3: β = 0.116, t = 1.003, p = 0.158). However, since the p-value was higher than the ac-ceptable p-value of <.05, the relationship between WFC and TI was not significant and H3 was, therefore, not supported.

Hypotheses	Independent variable	Dependent Variables	Standardized Co-efficient	t-values	Results
H1: WLC -> WM	Work-Life Conflict	Work Motivation	-0.315	3.760*	Supported
H2: WM -> TI	Work Motivation	Intentions to Quit	-0.260	2.899*	Supported
H3: WLC -> TI	Work-Life Conflict	Intentions to Quit	0.116	1.006	Rejected

Table 4: Direct Relationships

Mediation Analysis

H4: The Impact of Work-Family Conflict (WFC) on Turnover Intentions (TI) Mediates by Work Motivation (WM).

The mediating role of WM between WFC and TI was evaluated by mediation analysis. The findings (see Table 4.9) showed that the specific indirect effects WFC -> WM -> TI gave the results (H4: β = 0.082, t = 2.189, p = 0.014). This result implied that WM played a significant role in mediating the relationship between WFC and TI. This is because the direct effect of WFC on TI was not significant given the results (H3: β = 0.116, t = 1.003, p = 0.158). Therefore, the construct WFC fully mediates the relationship between WFC and TI. H4 was supported because it had a p-value (p = 0.014) of less than .05.

Hypothesis	Independent variable	Dependent Variables	Standardized Co-efficient	t-value	Results
H4: WLC->WM->TI	Work-Life Conflict	Intentions to Quit	0.082	2.189*	Supported

Table 5. Indirect Relationships

Note: * represents when the p-value is less than 0.05 (p<.05)

Discussion

From the analysis of the results, several key observations can be made. One of the most apparent inferences made was the fact that the theories of motivation highlighted in the literature review section are only somewhat effective in predicting how work-life conflict affects work motivation and turnover intention among female employees in Saudi Arabia. Even though 3 out of the 4 hypotheses tested in the research were ac-cepted, the results indicated very weak relationships between the variables.

Work-Life Conflict Has an Impact on Work Motivation

The results of this study supported Hypothesis One (H1). However, the study outcome also revealed that in the case of women working in the Saudi private sector, work-life conflict has a weak negative impact on their motivation. Even though there is a weak correlation between these two factors among Saudi Arabia's female workforce, the fact that female employees' motivation was lowly affected by work-life conflict means that even Saudi private organizations whose female employees do not spend enough time at home with friends and family have a highly motivated female work-force.

Work Motivation has an Impact on Turnover Intention

Regarding hypothesis number two (H2) which stipulates that "there is a significant impact of work motivation on Saudi female's interest to quit," this research found that a significant relationship exists between these two variables. However, just like Hy-pothesis 1, the results of Hypothesis 2 also showed that employee motivation had a low negative impact on Saudi female employees' intention to quit their jobs. This finding shallowly supports Alfarasani & Mohammad (2021) who claimed that women who have the option of either concentrating on their family roles or working in a toxic work en-vironment often opt to stay at home to escape the stress and burnout at the workplace. Instead, the result (low impact) tends to imply that Saudi women have a high tolerance for work demotivating work environments and seldom consider quitting their jobs.

Work-Life Conflict Has an Impact on Turnover Intention

Hypothesis 3 (H3) was the only hypothesis that was not supported by the study results. The

findings that work-life conflict had no significant impact on intentions to quit contradicted findings made from the literature review. Most empirical studies ar-gued that highly motivated employees do not consider quitting their jobs, which can be interpreted to mean employees' desire to quit their jobs is directly proportional to their level of motivation at work (Rao et al., 2022). And since work motivation is affected by work-life conflict, it would be expected that work-life conflict prompts employees to quit their jobs. However, the study showed that this is not the case in Saudi Arabia, and several whys and wherefores can help to explain this phenomenon.

First, the difference can be attributed to the fact that in Saudi Arabia, women are new to the work field, and their recent engagement at work has only been a step to-wards fostering women's empowerment in the country. Therefore, given their newly found freedoms, female employees can afford to overlook work-related stresses and inconveniences, at least for the time being. This inference is consistent with the two-factor motivation theory which posits that there is a pair of mutually exclusive factors that cause either job satisfaction or dissatisfaction in the workplace. In the case of female employees in Saudi Arabia, despite the issues that may be causing Work-Life Conflict, they may be motivated to stay at work because of the independence, status, and opportunities for self-growth and self-actualization that come with being em-ployed.

Secondly, it is possible that the hypothesis was not supported because about two-thirds of the participants who took part in this research were single women. It can therefore be concluded that the single, separated, and widowed women who comprised 67.5% (more than two-thirds) of the study population do not have lots of engagements at home (such as taking care of children and spouses). They are, therefore, less likely than married women (35.5%) to experience the pressures of family life that conflict with work and produce intentions to quit.

Mediation Between Work-Life Conflict and Intention to Quit.

Lastly, the results of this research supported Hypothesis 4 which stated that "work motivation mediates the link between work-life conflict and turnover intentions." Ac-cording to the two-factor motivation theory, when a person believes that their work is the cause of unnecessary difficulty they are experiencing, this work-life conflict will lead to reduced motivation and ultimately to an intention to quit that job (Clayton, 2020). However, according to the Existence, Relatedness, and Growth (ERG) Theory, when employees' existence, relatedness, and growth needs are met at the workplace, then they are motivated to keep working in the organization. In other words, an employ-ee-focused management structure that provides employees' physiological and safety needs, fosters social belonging and self-esteem among them and provides them an opportunity for personal and career growth (through reasonable salaries and benefits) will heighten employee work motivation and lower their intention to quit their job.

Conclusions

This research provides new insight into the type of association that exists between Saudi females' work-life conflict, job motivation, and turnover intention in a country that is slowly getting accustomed to a young and female workforce. It also offers insight into the dynamics surrounding work-life conflict, work motivation, and turnover in-tention in a country that is coming from a history of gender disparity at the workplace and is still partial on the roles that women ought to play in society in the modern world. Thus, the findings of this research can be of immense use to Saudi Arabia's labor min-istry and human resource departments in various organizations. This research can help these institutions to develop and implement policies, and

measures to ensure that fe-male workers are not exploited by their employers in the private because of their will-ingness to work despite facing the challenge of work-life conflict.

The study also helps in gaining a clearer understanding of the challenges that women have to face daily in their lives to conflict work demands and family obligations in the Gulf region. While many previous studies claim that work-life conflict causes a willingness to employee turnover, the results of this research have shown that this assumption is not particularly true or supported in Saudi Arabia. The study shows that perhaps women in Saudi Arabia are driven by another form of motivation which makes them hold onto their jobs despite the workplace challenges that they face. The study also implies that Saudi organizations can perform much better if women are motivated in the right way. If workplaces provide a conducive environment that allows work-life con-flict, this will boost their motivation levels even higher because Saudi women are al-ready highly appreciative of the opportunity to work.

The generalizability of this study's results is limited by the fact that the sample population is comprised only of female employees working in the Saudi Arabian private sector. This limits the extrapolation of this paper's findings to cover the entire female bracket as most of these responses came from young and single females. It is also be-yond the scope of this study to generalize its finding without taking caution that Saudi Arabia is just in its initial steps of women empowerment strategy through which it seeks to decrease unemployment and stir its workforce towards gender neutrality. Moreover, the sample was skewed heavily toward the demographic of single women, resulting in a biased outcome. If the research had focused on only married women working in the private sector, then maybe the results would have given different results or even covered the research topic and objectives more accurately.

This research builds on the body of knowledge that describes the interrelationship between work-life conflict and work motivation among female employees working in Saudi's private sector. Borrowing from motivation theories such as Maslow's needs theory and Clayton's Existence, Relatedness, and Growth theory, the findings of this research reveal a weak negative relationship between Work-Life Conflict and job per-formance among Saudi women working in the private sector. It also showed that since there is a low negative impact on work motivation, job turnover rates among female employees are also even lower.

As such, the outcome of this research weakly echoes the existing body of knowledge on this topic, which posits that Work-Life Conflict has a notable impact on employee's work motivation, and subsequently, work demotivation increases em-ployees' interest to quit. This study however shallowly supports the existing theory that there exists a significant impact of work-life conflict on intentions to quit. Moreover, the research also weakly supports the hypothesis that work motivation mediates the link between work-life conflict and turnover intentions.

The explanation for these weak negative relationships could be that the experiment was conducted in a country that has just recently embraced the idea of women em-powerment and is in the early stages of incorporating more women into its workforce. Therefore, the women are highly appreciative of the opportunity to work and this fuels their motivation to hold onto their jobs despite the challenges. It can also further be argued that women are still new to their posts, therefore, they are yet to conform to the existing recorded trends in previous literature. Finally, the women involved in this survey were relatively young and were yet to experience the full pressure of work-life conflict that married women normally undergo.

Further research is needed to establish whether these findings correspond with female employees working in the public sector as this study specifically chose to focus on Saudi's private sector. Future studies should also consider targeting a higher number of research participants so that the study population is more representative of the fe-male population in Saudi Arabia. The studies should also target a higher number of married females working in both the private and public sectors. This way, future re-search studies will add a more comprehensive body of knowledge surrounding the nature and impact of work-life conflict on work motivation and turnover intentions among women in Saudi Arabia.

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