

Unlocking Retention: Nurturing Ownership and Shared Values to Overcome Work-Family Conflict Among Chinese Social Workers

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Abstract : Chinese social work has experienced a sharp rise in staff turnover. Work-family conflict is a key risk factor for employees' turnover intention. While the relationship between work-family conflict and turnover intention has been widely documented, little is known about its mediating and moderating mechanisms, especially among social workers in China. This study explored the mediating role of job-based and collective psychological ownership and the moderating role of person-organization value congruence. The study drew on data from the China Social Work Longitudinal Study 2019, a nationally representative sample of 1,421 Chinese social workers (79.73% female; mean age = 28.9 years old). We performed a moderated mediation analysis combining a simple slope test and the Johnson-Neyman technique. Both job-based psychological ownership and collective psychological ownership were found to mediate the association between work-family conflict and turnover intention. Person-organization value congruence moderated the indirect relationship between work-family conflict and turnover intention via collective psychological ownership. This study enhances understanding of the impact of the psychological mechanisms of work-family conflict on Chinese social workers' turnover intention. Specific strategies should be adopted to establish a work environment that supports psychological ownership, enhances social workers' identification with and attachment to their organizations, and thus reduces their turnover intention.

Keywords : turnover, work-family conflict, ownership, social worker, China

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