The effect of family supportive supervisor behaviors and work-family culture on turnover intention and work-family conflict

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CHRONICLE	ABSTRACT
	The purpose of this research was to look into the work-life interface of professionals in a demanding and high-risk occupation in an organization in the security sector. Specifically, it focuses on the interaction between supervisor behaviors and culture with turnover intention and work-family conflict. The present study centers on data from a public security organization (3861) in a Latin American country. The validity of the measuring instruments was evaluated through Confirmatory Factor Analysis (CFA). Structural Equation Modeling (SEM) was then applied to evaluate the relationship between variables. Results found show a statistically significant negative impact of the supervisor behaviors in organizational (turnover intention) and individual outcomes (work-family conflict). At the same time, organizational culture negatively affects turnover intentions and work-family conflict. While confirming results coming from the private sector in other countries, the importance of supervisor behaviors and culture provides implications for work and family practices in this type of organization.

1. Introduction

Research on the work-life interface carried out in different countries has grown in the last years (Idrovo Carlier et al., 2012; Idrovo & Bosch, 2019; Las Heras, Bosch et al., 2015; Pecino et al., 2018). Recently, there is more significant interference in balancing work obligations and family or personal responsibilities for most employees (Shabir et al., 2021). Le et al. (2020) stated that researchers in Asia have examined the work–life interface constructs on work and non-work outcomes, but academics are debating whether work-life constructs from the west must be investigated (Idrovo Carlier et al., 2012; Idrovo & Bosch, 2019; Las Heras et al., 2015; and Las Heras et al., 2015). Therefore, these studies point to the need to investigate how work and life outside work interface and interact in Latin America (Shockley et al., 2017). As of 2016, according to Shockley et al. (2017), only seven percent of published research considered Latin American contexts. However, research from those countries, has focused on the work-life interface mostly in firms and organizations from the private sector. Specific and demanding professions that impose additional pressures to the work-life interface, such as police officers (Alhashmi et al., 2017; Amendola et al., 2021), fire-fighters (Wu et al., 2019), healthcare workers (Blanco-Donoso et al., 2021; Deng et al., 2021), military personnel (Carvalho & Chambel, 2017), among others working in public service organizations have been overlooked (Carvalho & Chambel, 2017; French et al., 2018; Yanos et al., 2020). The nature of the work in a demanding profession can directly affect the work-life interface; work-related energy and both psychological and behavioral pressures evoke family

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tensions (Lachowska et al., 2018; Wadsworth & Southwell, 2011; Yanos et al., 2020). Similarly, aspects of workload (i.e., working hours, days in training and perceived work overload), hours of sleep, health and morale are considered the strongest predictors of work–family conflict (WFC) among demanding and high-risk professionals such as police officers, fire-fighters, paramedics, military personnel, doctors and nurses (Liao et al., 2019; Pien et al., 2021). At the same time, difficulty in achieving work-life balance due to the particular demands of certain jobs and to the high risks to health in these professions are two reasons affecting well-being (Brooks & Greenberg, 2018) and turnover intention (Blanco-Donoso et al., 2021; Dupré & Day, 2007; Frone & Blais, 2019; Van der Heijden et al., 2018) of the professionals involved in these occupations. This, in turn, represents a higher-than-average cost for the organizations that employ these workers due to the specialized training they undergo and the costly processes of talent attraction, selection and retention involved (Hughes et al., 2020). Furthermore, as mentioned by Adams et al. (2006), the organizational settings of these professions are characterized by a strict hierarchy that reinforces the role of the supervisor and creates a culture that may hinder or help in developing work-family supportive practices.

Within this setting, it seems important to look at how family supportive supervisor behaviors and work-family organizational culture affect outcomes such as turnover intention and work-family conflict in employees in a demanding profession. This paper contributes to the literature on the work-life interface in two ways. First, by increasing the understanding of how supervisors' supportive behaviors and organizational culture relate to two specific outcomes: one at the individual level - work-family conflict - and one at the organizational level - turnover intention - in a hierarchical organization and demanding profession such as that in security forces. The second contribution is to the literature by expanding research results and knowledge related to Latin America, a geographical area where they are scarce (Shockley et al., 2017).

2. Literature review and hypotheses

The search for balance or integration between work and family and personal life continues to be important to organizations because it affects their human factor by placing increasing demands on them and their people (Fleetwood, 2007; J. Greenhaus et al., 2006; Halinski & Duxbury, 2019; Idrovo & Bosch, 2019; Thörnqvist, 2006). Due to work-life interface issues, companies face competition in attracting and retaining talent, high levels of absenteeism, increased turnover intention, lack of commitment, burnout and health and well-being issues in general (Blanco-Donoso et al., 2021; Deng et al., 2021; Sánchez-Vidal et al., 2012; Van der Heijden et al., 2018; Van Steenbergen & Ellemers, 2009; Yanos et al., 2020). The current growth in work-life interface research reflects a period of social and economic development, during which there has been profound variations in the nature of work, as well as an increase in the consideration for the well-being of employees (Carvalho & Chambel, 2016; Odle-Dusseau et al., 2016). The increase of women entering the labor force, long working hours, the difficult commutes from/to work, variations in ways of hiring, among other issues have sparked academic interest in how different organizations deal with these new circumstances (Allen, 2012; Halinski & Duxbury, 2019; Hirschi et al., 2019; Kelly et al., 2008; Lefrancois et al., 2017; Mishra & Bhatnagar, 2019). Li et al. (2019) found that some operational and administrative factors influenced work stress and work engagement among police officers. Similarly, Minamizono et al. (2019) confirmed other studies, concluding that nurses who experience burnout were more likely to intend to leave work. Congruently, research has grown on the consequences of work and family interferences on employees' well-being (Pecino et al., 2018).

Yet this growing body of literature has not considered certain demanding and high-risk professions, such as police officers, fire-fighters, paramedics, military personnel, doctors and nurses who work within the hierarchical structures that are characteristic of their jobs (Russell, 2014). There is growing academic interest in some social trends such as the changing nature of work and work-life issues (Powell et al., 2019). Adding to the challenge of managing the work-life interface, the way these professionals juggle work and life outside work beyond the difficulty of their jobs impacts directly on their intention to remain in their organizations as well as on their well-being and performance. Interestingly enough, as Larsson et al. (2016) suggested in their systematic review of research about police, firefighters, military personnel and paramedics, "daily hassles in most cases were stronger associated with outcomes such as psychological symptoms and burnout, than were the experiences of major, more or less traumatic events" (p. 365). They found that organizational problems correlate more closely with health-related outcome measures than with operational stressors, while non-work problems are negatively associated with work performance and psychological well-being (Blanco-Donoso et al., 2021; Halinski & Duxbury, 2019; Lachowska et al., 2018; Sonnentag & Fritz, 2015; Van der Heijden et al., 2018). Even in these demanding and high-risk professions, the daily organizational routines and practices are a stronger source of interference with the non-work domain, work performance and employee well-being.

2.1. Organizational and professional context

Security personnel are expected to be willing to sacrifice their lives, should the need arise, in order to fulfill the organization's mission. In addition to the risk of injury or death, the demands of the profession also involve frequent relocation, which may be in a foreign country, and periodic separation from one's family (Burrell et al., 2006; Campaniço Cavaleiro et al., 2019; Liao et al., 2019). Leaving these aside, there are other job characteristics that male and female security employees share with high demanding professions such as firefighters, police personnel, doctors and nurses. These include stressful conditions, a

high number of working hours, 24/7 availability (shift work) and pressures of the job related to the responsibilities and complexity of the work. These demands affect their job performance, family satisfaction and overall well-being (Brooks et al., 2018).

2.2. Hierarchical Organizations

A hierarchy culture contains some organizational characteristics, such as large numbers of standardized procedures, multiple hierarchical levels and the importance of rules - even in small organizations (Cameron & Quinn, 2006). Large organizations and government or public agencies are usually dominated by a hierarchical culture, according to Rasmussen (2020). This kind of public organization has the objective of offering well-being, security, and productivity to the population. A hierarchical organization has characteristics of controlling orientations; timeliness; consistency and uniformity, and having a leader who is a coordinator, monitor and organizer. It is driven by the values of efficiency, reflecting the theory of control, efficiency and effectiveness (Cameron & Quinn, 2006). These characteristics describe the way professions are organized. Until the 1960s, almost every book on management and organizational studies assumed that Max Weber's hierarchy or bureaucracy was the ideal form of organization because it led to stable, efficient, highly consistent products and services (Cameron & Quinn, 2006; Fantuzzo, 2015).

2.3. Demanding professions

Since the early 1960s, work stress as a life-structuring concept has been an important societal issue that increased scientific attention on industrial and organizational, psychosocial and occupational health sciences (Väänänen et al., 2012). Väänänen el al. (2012) found that in the 1980s it was concluded that role characteristics, including role ambiguity, role conflict, role overload, role underload and role status congruency, have been associated with stress. Karasek (1979) suggested two important elements of the work environment at the individual level: (1) the job demands placed on the worker and (2) the worker's decision on how to meet these demands. Although stressors such as fear of unemployment or occupational career problems might contribute to job pressures, some authors found that, when a wide variety of sources are reviewed, the demands related to accomplishing the task are the most usually cited source of job pressure (Karasek, 1979).

A process of depletion from a high level of job demands (such as high workload) can produce burnout and other associated health problems. Some of the characteristics of a demanding profession are high working time demands, low working time control, heavy workload, work pressure, emotional and demanding interaction and task ambiguity (Demerouti et al., 2001; Lingard et al., 2012; Montgomery et al., 2006; Pien et al., 2021; Powell et al., 2019; Van Steenbergen et al., 2018). These cause stress for employees and deplete employees' mental and physical energy resources (Van Steenbergen et al., 2018). Source of pressure at work may change for each person and evoke different reactions from different people in demanding professions such as the armed forces, police officers, firefighters, doctors, nurses, directors' seniors, corporate and teachers. Both women and men are exposed to a wide range of stressor actions as a part of their training and work assignments. Additionally, in a military or medical context, women may also experience stressors associated with being a woman in a traditionally and principally male work environment (Bray et al., 2010). Similar situations may affect men entering the nursing profession. The job demands and stresses have remained the same or increased, even when the size of the workforce in those occupations has varied (Bray et al., 2010; Li et al., 2019).

Occupations that have characteristics of demanding professions are organized into hierarchical systems. For example, with respect to armed forces, Sharma (2015) found that the lack of control at work is the most severe and influential stressor in the Indian army, followed by role conflict and workload. This study also showed that the most significant variable contributing to ineffective leadership style was an absence of freedom to talk about work and/or home issues, and Lingard et al. (2012) found that working time demands were positively correlated with time- and strain-based work-family interference. Li et al. (2019) and Amendola et al. (2021) found that work-family conflicts and organizational factors affected work stress among police officers. Powell et al. (2019) argued that many academics in the work-life field tend to divide the various domains that are important to people into two categories - the work domain and all other domains. The interaction between work and the rest of life is more complex, however, than a dichotomy between work and life outside work.

2.4. Family supportive supervisor behaviors and turnover intention

While organizations implement policies that may aid their employees in balancing their work-life routines in order to reduce negative organizational and individual outcomes (Bosch et al., 2018; Lapierre & Allen, 2006; Las Heras, Spela, et al., 2015), the effectiveness of these policies remain questionable. The mere presence of policies does not guarantee the existence of practices. As Kelly et al. (2008) suggested, it is important to identify the mechanisms through which a policy becomes a practice that helps employees balance their life and work realms. The literature has recognized the role of supervisors as one such mechanism (Bosch et al., 2018; Rhoades & Eisenberger, 2002). Supervisors and managers are the linchpins in most organizations, and they channel the support resources offered by employers. Employees identify the intent of the organization

with the actions of the supervisor if supervisor behaviors are sanctioned or promoted by it (Mccarthy et al., 2010). It is the supervisor who distributes the organization's resources that alleviate or hinder employees' attempts to balance work and life outside work and in doing so, they become a resource themselves that can mitigate or not the negative consequences of such attempts. Some strategies used by the supervisor may modify how, when, or where work gets done without affecting general performance or avoiding negative career consequences (Behson, 2002). These strategies acquire more power when exercised within a hierarchical organization where chains of command are strict and must be followed in order to achieve the goals of the organization (Wadsworth & Southwell, 2011).

Hammer et al. (2009) developed a more refined measure that better captures the nuances of the relationship between supervisors' behaviors and employees´ family and personal needs: family supportive supervisor behaviors (FSSB). They defined FSSB as a multidimensional construct that "consist of behaviors displayed by managers that aim to provide emotional and instrumental support, role modelling, and creative management of work-life issues in order to facilitate employee effectiveness" (Hammer et al., 2009, p. 1). On the other hand, employees that see their job expectations or work relationships falter start thinking about leaving the organization in the near future. Turnover intention is defined as the intention of leaving an organization, should the possibility arise, or thinking constantly about it (O'Reilly et al., 1991). Employees in this situation decrease their effectiveness because they become less focused, more distant from their work and work environment, more likely to neglect their duties, therefore affecting organizational results (Flint et al., 2013; Keaveney & Nelson, 1993). Moreover, turnover intention is the best predictor of actual turnover (Armitage & Conner, 2001; Huffman, Adler, Dolan, & Castro, 2005; Idrovo & Bosch, 2019; Las Heras, Spela, et al., 2015), and organizational turnover has an increasing cost in an employee's annual salary (Allen, 2001). This cost includes and varies according to the requirements for high-skill training and rates of talent attraction and selection (Caillier, 2016; Hatch & Dyer, 2004; Holtom et al., 2008; Shaw et al., 2005). As Holtom et al. (2008) point out, there is no line in the financial statements that captures the cost of turnover, "Instead, the costs are buried in line items like recruitment, selection, temporary staffing and training. Or worse still, the real but unmeasured costs from losses of customer service continuity or critical implicit knowledge are never calculated." (p. 236). Similarly, the turnover cost for those organizations that employ high risk and demanding professionals is a growing problem, whether they are soldiers (Dupré & Day, 2007); police officers, fire-fighters (Burakova et al., 2014) or nurses (Duxbury & Halinski, 2018). And there is a further problem in that, due to the specific training requirements that these occupations demand, this may result in higher-than-average costs of turnover (Dupré & Day, 2007).

Within this scenario, these organizations try to identify how to better face this challenge through implementation and practices that lower turnover intentions (TI). As noted earlier, organizational support through the behaviors and actions of supervisors have been found to be one way of achieving that, especially when the cause of that TI is related to work-life balance. The employees who perceive higher levels of family supportive supervisor behaviors (FSSB) will in turn have greater job satisfaction and lower levels of turnover intentions (Hammer et al., 2009; Kossek et al., 2018; Las Heras, Spela, et al., 2015; Mittal & Bienstock, 2019; Odle-Dusseau et al., 2016). The same seems to happen to those professionals in high-risk and demanding occupations. Their supervisors' behaviors have a stronger impact in their work and non-work lives due to the special features that their jobs entail (Dick & Hyde, 2006; Dupré & Day, 2007; Hammer et al., 2019; Matthews et al., 2014; Mills et al., 2014; Wadsworth & Southwell, 2011). Thus, we hypothesize that:

H₁: *Family supportive supervisor behaviors are related negatively to turnover intention in public security organizations.*

2.5. Work-family culture and turnover intention

If we widen the view to look at organizational culture, we see that different variables come into play: language, symbols, behaviors, rules and feelings. According to Cameron and Quinn (2006), an organization's culture is reflected in what is valued, the main leadership styles, the language and symbols, the procedures and practices, and the definitions of success that make an organization unique. Work-family culture is friendly to the family needs of its employees, is defined by the communal assumptions, beliefs, and values regarding the extent to which it actually supports and values the integration of their employees work and family lives (C. A. Thompson et al., 1999). Thompson et al. (1999) found that more supportive cultures were associated with greater use of company benefits; employees felt safe using family-friendly programs because they perceived that it was acceptable to do so. According to Brough and Driscoll (2010), work-life interface research runs the risk of following in the footsteps of occupational stress research, thus losing sight of the specific outcomes of work-life interface at individual, organizational, and national levels. They also suggest that at the organizational level, some types of work-family culture could be more favorable than others for reducing certain unwanted organizational outcomes, one of which is turnover intention. Thompson et al. (1999) found that the presence of a work-family culture that helps integrate work and life outside work was related negatively to work-family conflict and turnover intention. Haar and Roche (2010) also found that family-supportive organizational environments were associated negatively with turnover intention and positively, with job and life satisfaction. Similarly, Thompson and Prottas (2005) showed that supportiveness of an organization's work-family culture was negatively related to stress, turnover intention, and both forms of work-family conflict. Allen and Martin (2017) suggested continuing to produce research findings with the potential to improve the well-being of individuals, families, organizations and economies.

The actual "around-the-clock" work culture, in which workers are expected to be available all the time (Miller, 2015) together with the specific demands of professionals such as paramedics, police officers, armed forces personnel, fire-fighters, etc. present challenges for the integration of work and personal lives. Potential resistance among the individuals in the organization appears when the work-family culture is not supportive of family-friendly policies or facilitates that balance the work-life interface to the extent possible (Rofcanin et al., 2017). In the case of the organizations where these demanding professions develop, such resistance leads to the desire to leave the organization, with the consequences already discussed. An organizational culture that hinders integration of work and life outside work has been found to relate to turnover intention in fire-fighters (Burakova et al., 2014), military personnel (Dupré & Day, 2007), and federal agencies (Caillier, 2016). Thus, we hypothesize that:

H₂: *Work-family culture is related negatively to turnover intention in public security organizations.*

2.6. Family supportive supervisor behaviors and work-family conflict

Within the literature on work-family, work-family conflict is one of the constructs that has been studied the most (Allen & Martin, 2017; Greenhaus & Beutell, 1985; Liao et al., 2019). J. H. Greenhaus and Beutell (1985) defined work-family conflict as "a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect" (p. 77). Conflict is generated when work and family share the same resources and one person must play both roles, and that meeting the demands of one role makes it difficult to meet the demands of the other role (J. H. Greenhaus, 2016). The interference has been operationalized in two ways: work interfering with family and family interfering with work.

Work-family conflict has been associated with burnout, poor well-being at work and, in general, with negative outcomes (Carvalho & Chambel, 2016; Frye & Breaugh, 2004; Griffin & Sun, 2018; Liao et al., 2019; Rantanen et al., 2013). Work characteristics are important factors that explain work-family conflict, particularly workload and high level of demands (Byron, 2005). Work-family conflict can act as a chronic job demand and may deplete employees' mental and physical resources, which may lead to burnout and health deterioration (Schaufeli & Bakker, 2004).

The supervisor's role becomes of utmost importance for reducing work-family conflict (WFC) in organizations (Hammer et al., 2011; Han & McLean, 2020). Even more so for professionals in high-risk and occupations that are demanding with respect to WFC. These professionals are employed by organizations (law enforcement agencies, fire-fighting organizations, armed forces institutions, among others) with very centralized and hierarchical structures in which the supervisor manages the roll call and the strict orders that personnel are supposed to follow. Instructions are orders to be followed, but notwithstanding this, there is room for the supervisors to behave in a way that employees' well-being and work-life balance is encouraged rather than diminished (Chambel et al., 2015, pp. 299–300). As we mentioned earlier, supervisors become the linchpin between the quality of life and flexibility of the individuals, since access to most types of leave or flexibility programs must have approval by the supervisor, and they also decide whether and when a job is or is not complete (Wadsworth & Southwell, 2011). In the case of the military, for example, using a sample of 175 employees of the Portuguese Marine Corps, Carvalho and Chambel (2017) found a significant and negative relationship between family supportive supervisor behaviors and work-family conflict. Equal results were obtained by Campaniço Cavaleiro et al. (2019) for members of the Portuguese Navy. Similarly, Similarly, the supervisor's role is a key for reducing work-family conflict and improving work-life balance for fire-fighters (Wu et al., 2019), nurses (Chen et al., 2017), and police officers (Duxbury & Halinski, 2018). Thus, we hypothesize that:

H₃: *Family supportive supervisor behaviors are related negatively to work-family conflict in public security organizations.*

2.7. Work-family culture and work-family conflict

Family supportive supervisor behaviors are not the only resource that employees have at their disposal, however. These behaviors take place within an organizational set of norms, beliefs and values that make possible and/or facilitate a work-family culture that supports and cares for the balance between their employees' work and life outside work. For example, Thompson and Prottas (2005) showed in their research that supportiveness of an organization's work-family culture was related negatively to stress, intentions to quit the job, and both forms of work-family conflict. Using meta-analysis of 85 studies, Kossek et al. (2011) found that the presence of an organizational culture where there was specific support for work-family integration had a negative relationship to work-family conflict that was stronger than the relationship between general organizational support and work-family conflict. Similarly, in a meta-analysis based on 1021 effect sizes and 46 countries, French et al. (2018) dissected the relationship between social support and work-family conflict, and found that organizational support may be the most important overall source of support when trying to mitigate work-family conflict.

Consistent with these results, using a sample of 227 Turkish white-collar managers and professionals, Bayazit and Bayazit (2017) found that perceptions of work-family culture norms were the most robust predictor of work-family conflict in both

directions. These findings corroborate those obtained by Lapierre et al. (2008) in Anglo-Saxon countries. They found a causal process whereby employees working in an environment viewed as more family supportive experience lower levels of work-family conflict.

O'Neill and Rothbard (2015) concluded, when studying the characteristics of the masculine organizational culture of fire-fighters in the United States, that in this male-dominated, demanding profession one negative outcome of their daily work was work-family conflict. Further to this, they found out that joviality as a predominant work-family culture characteristic accentuates the positive impact of work-family conflict on individual health. We therefore hypothesize that:

H₄: *Work-family culture is related negatively to work-family conflict in public security organizations.*

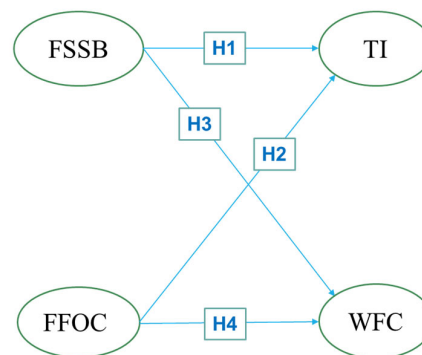Fig. 1 shows the research hypotheses used in this study.

Fig. 1. Theoretical model and hypotheses about the impact of family supportive supervisor behaviors and work-family culture on turnover intention and work-family conflict of a demanding profession in a hierarchical organization

3. Methods

3.1. Sample and procedures

To test the hypotheses, data were collected from professionals in a demanding and high-risk occupation and belonging to an organization in an organization in security sector in Latin American country. Members of the organization were located in five different cities. The definition of the final sample size was that city 1 had 3,000 observations; city 2 had164; city 3, 279; city 4, 384 and city 5 had 173 observations. After checking for duplicity and validity, the final sample was reduced to 3,861 responses. The average age is 35.7 years, and 89% of respondents were men, while 11% of the sample were women. The average number of children in the sample is 1.6, while the national average number of children for Latin American country is 2.35. The sample size is representative according to the characteristics of the sample: standard deviation of 0.54, confidence level of 99.99% and error of 0.026. Data was collected using four previously validated research instruments developed to measure FSSB (Hammer et al., 2009), FFOC (Thompson, Beauvais, & Lyness, 1999), TI (O'Reilly, Chatman, & Caldwell, 1991), and WFC (Matthews, Kath, & Barnes-Farrell, 2010). The FFSB (family supportive supervisor behaviors) scale was developed by Hammer et al. (2009). It uses a 7-point Likert scale: 1 = very dissatisfied, 7 = very satisfied). The coefficient alpha for this measure in the sample was 0.97 (Cronbach Ordinal). The FFOC (work-family culture) measurement was created by Thompson et al. (1999). It uses a 7-point Likert scale. The coefficient alpha for this measure was 0.84 (Cronbach Ordinal). The TI (turnover intention) scale used by O'Reilly et al. (1991) uses a 7-point Likert scale. The coefficient alpha for this measure was 0.88 (Cronbach Ordinal). Finally, the WFC (work-family conflict) scale used by Matthews et al. (2010) uses a 7-point Likert scale. The coefficient alpha for this measure was 0.765 (Cronbach Ordinal). Control variables used were, children (no = 0, yes = 1, and if "yes" the total) and gender (male = 0, female = 1).

3.2. Data analysis

This study used SAS 9.4 software to check the adaptability and appropriateness of the proposed model and the hypotheses introduced. SAS is a modular, integrated and hardware-independent system of statistical software. It is a particularly powerful tool for social scientists (O´Rourke & Hatcher, 2013). Firstly, the data was analyzed for normality and heteroscedasticity, showing a normality characteristic. The validity of the measuring instruments FSSB, FFOC, IT and WFC was evaluated through Confirmatory Factor Analysis (CFA). Structural Equation Modelling (SEM) was then applied to evaluate the relationship between IT and WFC and the independent variables: FSSB and FFOC. Additionally, the invariance of the model was evaluated for gender and employees with or without children. Cronbach's internal reliability statistics for each scale, and multivariate normality (skewness and kurtosis) were evaluated for the data collected with the mentioned research instruments.

4. Results

Results show a significant negative impact of family supportive supervisor behaviors in the organizational (turnover intention) and individual (work-family conflict) outcomes. At the same time, work-family culture negatively affects turnover intentions and work-family conflict. Table 1 shows the results of confirmatory factor analysis (CFA) to the test of goodness of fit of the model.

Table 1
Results of confirmatory factor analysis

Variable		CA	Factor Load
	WFCON1		0.533
Work-family culture	WFCON2	0.84	0.693
	WFCON3		0.649
	SUAP1		0.736
	SUAP2		0.805
Family supportive supervisor behaviors	SUAP3	0.97	0.799
	SUAP4		0.815
	SUGE1		0.796
	SUSI1		0.809
	INTID		0.689
turnover intention	INTTR	0.88	0.724
	INTFR		0.738
	CUREC I		0.421
Work-family culture	CUFLE_I	0.77	0.618
	CUPRS_I		0.479

Note: CA = Cronbach's Alpha

For CFA, the model adjustments were evaluated through the comparative fit index (CFI), the standardized root mean square residual (SRMR) and the root mean square error of approximation (RMSEA), and its confidence interval calculated at 90%. To modify the measurement model, Lagrange multipliers were used for release parameters, and the Wald test for restriction of parameters was applied. Each modification was applied sequentially, one parameter at the time, based on a significant effect ($p < 0.05$), change of the values of $\chi 2$, and improvement in the indexes mentioned above: RMSEA and standardized RMR (SRMR) < 0.055, CFI > 0.94, and the upper limit of the 90% confidence interval for the root mean square error of approximation (RMSEA) <0.09 (Hu & Bentler, 1999; O'Rourke & Hatcher, 2013).

Reliability and validity

Reliability and validity of the constructs were evaluated in the final model: reliability > 0.39, composite reliability > 0.7 and variance extracted > 0.49 units (Fornell & Larcker, 1981; O'Rourke & Hatcher, 2013). Convergence validity was assessed by *t*-tests on parameters and discriminant validity on the 95% confidence interval for covariances. The estimates were made using the Maximum Likelihood (ML) method over the Pearson product-moment correlation matrix. Results show a significant negative impact of family supportive supervisor behaviors in the organizational (turnover intention) and individual (work-family conflict) outcomes. At the same time, work-family culture negatively affects turnover intentions and work-family conflict. The negative relationship expected between family supportive supervisor behaviors and turnover intention **(H₁)** is confirmed by the regression (Table 2); FSSB has a significant negative effect on TI ($\beta = -0.24$, SE = 0.018, p < 0.001). Similarly, the negative relationship expected between work-family culture and turnover intention **(H₂)** is supported by the results (Table 2); FFOC has a significant negative effect on TI ($\beta = -0.28$, SE = 0.031, p < 0.001).

Table 2
Turnover Intention

Variable	Predictor	Estimator	Standard Error	T value	Pr > |t|
INTID	F1	0.79720	0.02216	35.9669	<.0001
INTTR	F1	1.00000			<.0001
INTFR	F1	0.85180	0.02172	39.2161	<.0001
CUREC_I	F2	0.76050	0.04586	16.5831	<.0001
CUFLE_I	F2	0.91965	0.05593	16.4431	<.0001
CUPRS_I	F2	1.00000			<.0001
SUAP1	F3	0.84905	0.01263	67.2014	<.0001
SUAP2	F3	0.95749	0.01315	72.8307	<.0001
SUAP3	F3	1.00000			<.0001
SUAP4	F3	0.99612	0.01290	77.2435	<.0001
SUGE1	F3	0.90103	0.01337	67.4080	<.0001
SUSI1	F3	0.94906	0.01309	72.4961	<.0001
F1	F2	**-0.27807**	0.03150	-8.8278	<.0001
F1	F3	**-0.23723**	0.01786	-13.2857	<.0001

*indicates significances at the *p* < 0.001 level.

The negative relationship expected between family supportive supervisor behaviors and work-family conflict **(H3)** is confirmed by the regression (Table 3); FSSB has a significant negative effect on WFC ($\beta = -0.20$, SE $= 0.017$, p < 0.001). The negative relationship between work-family culture and work-family conflict **(H4)** is confirmed by the regression (Table 3); FFOC has a significant negative effect on WFC ($\beta = -0.46$, SE $= 0.031$, p < 0.001).

Table 3
Work-family conflict

Variable	Predictor	Estimator	Standard Error	T Value	Pr > |t|
WFCON1	F1	0.56914	0.02567	22.1688	<.0001
WFCON2	F1	1.00000			<.0001
WFCON3	F1	0.90246	0.03444	26.2068	<.0001
CUREC_I	F2	0.72101	0.04099	17.5887	<.0001
CUFLE_I	F2	0.80367	0.04337	18.5300	<.0001
CUPRS_I	F2	1.00000			<.0001
SUAP1	F3	0.85029	0.01247	68.1727	<.0001
SUAP2	F3	0.95844	0.01298	73.8179	<.0001
SUAP3	F3	1.00000			<.0001
SUAP4	F3	0.99275	0.01271	78.1369	<.0001
SUGE1	F3	0.89852	0.01317	68.2131	<.0001
SUSI1	F3	0.94615	0.01293	73.1631	<.0001
F1	F2	**-0.46316**	0.03167	-14.6241	<.0001
F1	F3	**-0.19993**	0.01712	-11.6749	<.0001

*indicates significances at the *p* < 0.001 level.

All the four hypotheses as well as the proposed model were confirmed. When controlling for sex and if participants have children or not, the model behaves in the same way.
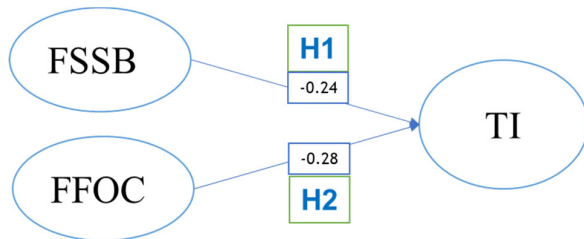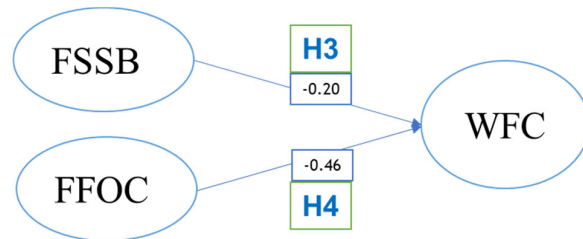

Fig. 2. Hypotheses 1 and 2

Fig. 3. Hypotheses 3 and 4

The following indicators support the accuracy of the model, with the chi-Square test showing a result of 631.7 and 51 degrees of freedom. The comparative fit index obtains a result of 0.98 with a root mean square error of approximation of 0.0576 and a CI of a 90% [0.054-0.062] for a SRMR of 0.022. In this case, the chi-square equals 660.74 with 51 degrees of freedom, the comparative fit index has a value of 0.97, a root mean square error of approximation is 0.058, a CI of 90% [0.054-0.062] and an SRMR of 0.024. When comparing men and women, the effects of family supportive supervisor behaviors and organizational culture are the same for turnover intention and work-family conflict. This means that the model behaves the same for all the hypotheses. For hypotheses 1 and 2, it found similar results, the chi-squared having a value of 908.47 with 141 degrees of freedom. It includes a Pr> Chi-Sq < .0001 for an adjusted goodness of fit index of 0.98 and the comparative fit index here is 0.97, which represents a root mean square error of approximation of 0.06. In addition, for hypothesis 3 and hypothesis 4, we found that FSSB and organizational culture impact work-family conflict the same way that it does in the initial model: chi-square has a value of 1186.19 with 141 degrees of freedom. It includes a Pr> Chi-Sq < .0001 for an adjusted goodness of fit index of 0.98 and the comparative fit index here is 0.96, representing a root mean square error of approximation of 0.06. When comparing participants that have children with those without children, the model behaves similarly. Family supportive supervisor behaviors and organizational culture are related negatively to turnover intention and work-family conflict. Hypothesis 1 and hypothesis 2 reveal the impact in turnover intention in the same way that it does in the initial model: chi-square has a value of 708.42 with 141 degrees of freedom. It includes a Pr> Chi-Sq < .0001 for an adjusted goodness of fit index of 0.98 and the comparative fit index here is 0.97, which represents a root mean square error of approximation of 0.05. Similarly, hypothesis 3 and hypothesis 4 present the effect in work-family conflict and the chi-square has a value of 819.39 for 141 degrees of freedom. It includes a Pr> Chi-Sq < .0001 for an adjusted goodness of fit index of 0.99, and the comparative fit index here is 0.97, which represents a root mean square error of approximation of 0.05. We found no statistically significant variations when comparing men and women and those with children and those without children.

5. Discussion

These results show a significant negative impact of family supportive supervisor behaviors in the organizational (turnover intention) and individual (work-family conflict) outcomes. At the same time, organizational culture negatively affects turnover intentions and work-family conflict in a public security organization in a Latin America country. As this study suggests,

supervisor behaviors that support the work-life interface reduce turnover intention and work-family conflict in a public security organization. The present research shows that turnover intention decreases when supervisors support the interface between work and life outside work. This finding is consistent with previous studies for the private sector (Hammer et al., 2009; Idrovo & Bosch, 2019; Las Heras, Spela, et al., 2015; Odle-Dusseau et al., 2016; Matthews et al., 2014; Mills et al., 2014), for public service organizations such as the armed forces (Dupré & Day, 2007; Huffman, Adler, Dolan, Castro, et al., 2005), for police (Alhashmi et al., 2017), for healthcare workers (Blanco-Donoso et al., 2021; Deng et al., 2021), and other high-risk occupations (Russell, 2014). When referring to demanding professions, family supportive supervisor behaviors have been found to have a stronger impact in their work and non-work lives due to the special characteristics of these professions. This has been found to be the case for police officers (Amendola et al., 2021; Dick & Hyde, 2006), military personnel (Dupré & Day, 2007; Wadsworth & Southwell, 2011) and national security agencies (Hammer et al., 2019). The present research found the same significant relationship between what supervisors do to help employees integrate their work and life outside work and decisions to stay on the job in a cultural context in which family weighs heavily in the hearts and minds of people. Similarly, the mere existence of strong hierarchies in an organization does not imply that employees have an imminent desire to leave. On the contrary, turnover intention declines when in a hierarchical organization has a culture that permits integrating work and life outside work (Rofcanin et al., 2017; C. A. Thompson et al., 1999). This study coincides with these results, showing that turnover intention decreases even in hierarchical organizations such as a national security organization when norms and attitudes support a balance in work and life outside work. Results also show no significant differences between supervisor behaviors and the organizational culture, which may suggest that in public service organizations, family supportive supervisor behaviors and organizational culture have similar weight in reducing the organization's turnover intention in demanding professions. This finding becomes relevant because of the economic impact of hidden turnover intention. As Holtom et al. (2008) indicated, there is no line in the financial statements that captures the cost of turnovers. This cost in hierarchical organizations and demanding professions is a growing problem, whether in the military (Dupré & Day, 2007), among police officers or firefighters (Burakova et al., 2014) or nurses (Duxbury & Halinski, 2018). Moreover, there is an additional challenge: this cost may be higher than for other occupations due to the specific training conditions of these demanding occupations. When focusing on the individual outcome, work-family conflict, both the family supportive supervisor behaviors and organizational culture have a negative impact on work-family conflict. This finding is aligned with what several authors have found for the private sector (Frye & Breaugh, 2004; J. H. Greenhaus, 2016; Liao et al., 2019). For public service organizations, similar results have been found by Carvalho & Chambel, (2017), Griffin & Sun (2018) and Rantanen et al. (2013) for the military and for nurses, social care givers and service sector employees. Similarly, family supportive supervisor behaviors have been associated with reduced work-family conflict among employees in organizations (Hammer et al., 2009; Las Heras, Bosch, et al., 2015) and in the health care sector (Odle-Dusseau et al., 2016). In the latter, their results demonstrated significant beneficial effects of FSSB in organizational commitment, engagement and in job satisfaction. These results support the findings that show a negative relationship between organizational culture and work-family conflict in public security organizations in a Latin America country. Some authors affirmed that when there are some initiatives to embed work-life balance into organizational culture, work-life interface is more favorable and the possibility of conflict is reduced (Brough & Driscoll, 2010). In public service professions such as firefighters, military officers, paramedics and police officers, Larsson et al., (2016) found that daily troubles were strongly associated with outcomes such as burnout, which is a typical of hierarchical organizations and demanding professions. Holmberg and Alvinius (2019) suggested that bureaucratic and hierarchical structures are characteristics of public service organizations such as the armed forces. The role of organizational culture is crucial to maintain a balance between work and life outside work, given that it represents the instrumental, informational and appraisal support that an employee receives (Rofcanin et al., 2017).

6. Conclusion

The main conclusion reached in this research is that the four research hypotheses were confirmed, showing statistically significant relationships, and were therefore accepted. Hypothesis 1: family supportive supervisor behaviors are related negatively to turnover intention in public security organizations. Hypothesis 2: work-family culture is related negatively to turnover intention in public security organizations. Hypothesis 3: family supportive supervisor behaviors are related negatively to work-family conflict in public security organizations. Hypothesis 4: work-family culture is related negatively to work-family conflict in public security organizations. When comparing men and women, the effects of family supportive supervisor behaviors and work-family culture are the same for turnover intention and work-family conflict. This means that the model behaves the same for all the hypotheses. When comparing participants that have children with those who have no children, no differences were found, so the model behaves similarly. These results imply the importance in public security organizations of the role of supervisors in helping or hindering the work-life balance of their employees. Thus, as expected, supervisors should find different ways to support their employees' work-life balance in order to decrease turnover intention and to diminish conflict between their employees' work and family or personal lives. A second implication is that strategies that have been shown to have a strong significance in this study, such as working effectively to solve employee conflicts between work and non-work issues and taking time to learn about employees' personal needs, may ease the work-life balance among their employees. These recommendations may pose a big challenge to public security agencies and other demanding professions due to the strong hierarchical structure of these organizations.

6.1 Recommendation for future research

Future research should try to collect data from multiple sources within organizations such as the ones mentioned before. It should also focus more on the public sector, and in demanding professions, especially at this time of social unrest and health risks caused by Covid-19, in which police, military personnel, paramedics and health workers are called upon to engage in vital activities for the protection and survival of society.

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