

EXTENDING THE JD-R MODEL: OUT-OF-JOB RESPONSIBILITIES AS A GENDERED BOUNDARY CONDITION OF WORK TENSION AND TURNOVER INTENTION

Dr. Dennis Botwe Kyei

Adjunct Lecturer, Ghana Institute of Management and Public Administration, Ghana
dennisbkyei@gmail.com

ABSTRACT

Purpose: This study extends the Job Demands-Resources model by examining out-of-job responsibilities as a gendered boundary condition in the relationship between work tension and turnover intention among formal-sector employees in Ghana.

Design/Methodology/Approach: A quantitative cross-sectional survey was conducted among 150 formal-sector employees in the Ashanti Region of Ghana. Data were collected using structured questionnaires and analysed using hierarchical multiple regression and gender-specific regression models.

Findings: The findings show that work tension is positively associated with turnover intention. Out-of-job responsibilities also increase turnover intention and strengthen the relationship between work tension and turnover intention. Gender-specific results further show that this moderating effect is significant among female employees but not among male employees, indicating that non-work responsibilities operate as a stronger resource-depleting condition for women.

Research Limitations/Implications: The cross-sectional design limits causal inference, and the focus on formal-sector employees in one Ghanaian region may restrict generalisability. Future studies could use longitudinal and multi-context designs.

Practical Implications: Organizations should reduce work tension and adopt gender-sensitive, family-supportive retention practices, including flexible scheduling, caregiving support and well-being interventions.

Originality/Value: The study extends JD-R theory beyond organizational boundaries by showing that non-work demands condition the effect of workplace strain on turnover intention and that this process differs by gender.

Keywords: Job Demands-Resources theory, work tension, turnover intention, out-of-job responsibilities, gender, work-family conflict, Ghana.

1. BACKGROUND

Organisations increasingly rely on employees who can balance competing work and non-work demands. Because employees are central to organisational success, innovation and sustainable competitive advantage, many organisations invest substantially in employee development, well-being programmes, flexible work arrangements and related human resource initiatives. These investments are intended to strengthen commitment, productivity and retention (Gallup, 2024; Deloitte, 2025). Yet such efforts have not eliminated employee turnover, which remains costly across sectors and geographies through productivity disruption, recruitment expense, loss of organisational knowledge and weakened continuity. Gallup estimates that the annual global economic impact of low employee engagement exceeds \$8.9 trillion. Recent studies also show that turnover intention continues to undermine organisational efficiency and workforce stability (Bai, Zhou and Ho, 2025; Choubey and Agrawal, 2025; Yusoff and Johari Jiken, 2026). Understanding why employees intend to leave therefore remains a key concern in organisational behaviour research.

The persistent nature of turnover issues has led researchers to examine contextual factors that shape employees' beliefs about remaining with or leaving their employing organisation. Recent turnover intention

research has identified leadership performance, perceived organisational support, employee engagement, job satisfaction, fulfilment of the psychological contract, employee wellness and work-life balance as important workplace influences (Hosain, 2025; Junça Silva, Dias and Costa, 2025; Lin and Hauer, 2025; Shaaban, 2025). Additional research has also shown that organisational climate, HR practices and relational aspects of employees' work experience influence decisions to remain in an organisation (Thneibat, 2025). These studies provide meaningful insight into the antecedents of withdrawal cognitions and inform strategies for reducing turnover. However, the persistence of turnover-related challenges suggests that further understanding is required, particularly as workplaces become increasingly complex.

Work tension is one workplace factor consistently linked to employee withdrawal. It reflects employees' immediate psychological response to work-related stressors. House and Rizzo (1972) define work tension as "pressure, anxiety, anger, and discomfort experienced by an individual at work." High work tension can reduce well-being and performance by increasing psychological strain and limiting the resources needed to complete tasks effectively (Lin and Hauer, 2025). Persistent tension is also associated with lower job satisfaction, weaker organisational commitment and more negative views of work (Choubey and Agrawal, 2025). Employees may therefore withdraw from stressful jobs to protect their well-being and recover depleted resources (Thneibat, 2025). While broader forms of strain such as burnout and emotional exhaustion capture longer-term effects, Job Demands-Resources theory explains strain as the outcome of job demands that exceed available resources over time (Bakker and Demerouti, 2007; Bakker, Demerouti and Sanz-Vergel, 2023). Work tension is therefore a proximal indicator of this strain process and is important for understanding how workplace demands shape employees' intentions to stay or leave.

Although work-related stressors such as high job demands or limited control can influence turnover intention, this relationship may not operate uniformly for all employees. Employees differ in the responsibilities they carry outside paid employment, including childcare, eldercare, household management and other recurring non-work obligations. These out-of-job responsibilities require time, commitment and emotional energy, and may deplete personal resources, intensify role conflict and reduce opportunities for recovery from work stress (Bai, Zhou and Ho, 2025; Gabardo-Martins and Rodrigues, 2025; Li *et al.*, 2025). Although some family roles can provide support, meaning and resilience (Junça Silva, Dias and Costa, 2025), JD-R theory suggests that such roles are more likely to function as additional demands when they continually consume limited resources (Bakker, Demerouti and Sanz-Vergel, 2023). Employees with substantial out-of-job responsibilities may therefore have fewer resources for managing workplace stress, making it important to examine whether these responsibilities moderate the relationship between work tension and turnover intention.

The moderating role of out-of-job responsibilities may be especially important when viewed through a gender lens. Gender Role Theory suggests that societal expectations shape how men and women allocate time, energy and obligations across work and non-work roles, producing different patterns of demand and consequence (Eagly and Wood, 2012; Eagly, 2013). Recent studies show that women often carry larger shares of childcare, caregiving and household responsibilities than men, leading to greater work-family conflict and fewer opportunities to recover from work stress (Hosain, 2025; OECD, 2025). Although changing family structures and expectations have increased men's involvement in domestic and caregiving roles, organisational research continues to show that gender shapes how employees experience and manage competing work and non-work demands (Nanda *et al.*, 2025). If out-of-job responsibilities further tax employees' limited resources, their effect on the work tension-turnover intention relationship may vary by gender, warranting closer investigation of gender-specific patterns.

Although understanding of turnover intentions has improved considerably, important questions remain about when workplace stress leads employees to intend to quit their organisation. Recent studies show that employee beliefs and turnover intentions can be influenced by workplace experiences such as job satisfaction, psychological well-being, leadership relationships and access to work resources (Lin and Hauer, 2025; Russo *et al.*, 2025; Yusoff and Johari Jiken, 2026). At the same time, growing evidence shows

that out-of-work demands, including childcare needs, work-family conflict and family support requirements, can affect employees' ability to cope with work tension, well-being and turnover outcomes (Rashkovits and Unger-Aviram, 2024; Bai, Zhou and Ho, 2025). These two lines of research have largely developed separately. This creates a theoretical gap within the JD-R model: employees' responses to job demands depend on available resources, yet out-of-job stressors remain under-integrated into explanations of how job-related strain translates into turnover intention. Limited attention has therefore been paid to whether out-of-job responsibilities shape the effect of work stressors on turnover intention, or whether such effects differ by gender.

The present study investigates out-of-job responsibilities as a gendered boundary condition in the relationship between job stress and turnover intention. In doing so, it extends JD-R theory beyond conventional workplace boundaries. The findings contribute to contemporary organisational studies by showing that turnover intention may depend not only on employees' experience of job-related pressure but also on their responsibilities outside work. The study is timely because international reports continue to identify psychosocial risks, low engagement and unpaid care responsibilities as major challenges affecting sustainable labour forces and global productivity (Gallup, 2024; ILO, 2024; OECD, 2025). It is also relevant because it examines whether the moderating effect of out-of-job responsibilities differs by gender, given evidence that women spend more time on unpaid work than men (OECD, 2025). By providing evidence from Ghana, the study adds emerging-economy insight to a debate often dominated by developed-economy contexts.

2. THEORETICAL REASONING AND HYPOTHESES DEVELOPMENT

The Job Demands-Resources (JD-R) model provides the main theoretical framework for this study by explaining how job demands and resources shape employee strain, motivation and behaviour. Job demands require employees to expend physical, cognitive or emotional effort to sustain performance, whereas job resources help employees achieve work goals while reducing the costs of those demands (Bakker and Demerouti, 2007; Bakker, Demerouti and Sanz-Vergel, 2023). This logic supports the examination of work tension as a strain response among employees who continue to perform under pressure and anxiety. Recent organisational research further extends the JD-R model by showing that workforce sustainability depends on how organisations manage demand- and resource-based conditions, rather than focusing only on engagement or burnout (Choubey and Agrawal, 2025). Other JD-R studies also show that resources such as psychological flexibility, job resources and leader-related support can buffer the effects of intense work pressure and protect employee well-being (Russo *et al.*, 2025; Alyahya *et al.*, 2026). Thus, JD-R theory offers a useful basis for explaining why work tension predicts turnover intention and why this relationship may depend on employees' wider resource conditions.

The current study argues that the JD-R model should not be interpreted as if employees are confined within an enclosed organisation. Employees also have family, caregiving and personal responsibilities that can affect their ability to cope with job-related stress. Recent research shows that work-family relationships, childcare demands and family support influence employee experiences and well-being at work (Rashkovits and Unger-Aviram, 2024; Gabardo-Martins and Rodrigues, 2025). JD-R theory therefore provides a basis for considering out-of-job responsibilities as boundary conditions rather than as a separate domain. If out-of-job commitments require sustained time, energy or attention, they may limit employees' capacity to manage work-related stress. This study therefore extends JD-R theory by examining whether out-of-job commitments affect the relationship between work tension and turnover intention.

Work Tension and Turnover Intention

Work tension expected to be related to increased turnover intention because of its direct measurement of the stress an employee feels while doing his or her work role, we expect that work tension will positively relate to turnover intention. In terms of conceptualizing work tension, House and Rizzo (1972) described it in terms of pressures, worries and uncomfortable feelings about one's job responsibilities. This is a key part of understanding why employees react negatively to stressful working conditions. From the perspective of

job demands resources (JD-R), whether an employee has a lot of work tension is important to understand because continuous high levels of tension can consume an employee's mental resources, thus potentially reducing their engagement, job satisfaction and commitment. Lin and Hauer (2025) have recently demonstrated that employee's job satisfaction is still significantly influenced by current workplace conditions and experiences after the pandemic. The research concerning "disidentification" suggests that wellbeing is a mediator regarding how employees get back to being productive and therefore how employees connect with performance (i.e. how they do their jobs), which further demonstrates that employee psychological states are very influential for organizational functioning (Hoyos-Vallejo and Diaz-Avendaño, 2025). Therefore these findings also indicate that if an employee has a continuing level of work tension, he or she will likely develop the perception that staying in the organization would require them to pay a significant amount of money in terms of psychological costs.

Evidence of empirical studies confirm the assertion that experience of stress in working environment influences the intentions of employees to resign from their jobs. According to Yusoff and Johari Jiken (2026), an integrated literature review confirmed that understanding why employees leave organizations may include examining both leader-employee relationship dynamics and job demands-resources (JD-R) mechanism, which support how decision-making about exiting an organization by employees will occur based on resource availability to meet organizational demands. Similarly, Jin et al, (2026) indicated that if left unmanaged, psychosocial risk factors present in projects result in negative impacts upon employee wellness and productivity. Additionally, Albuquerque and Morais (2025) found that employee exhaustion was significantly related to work engagement, supporting the idea that prolonged periods of strain have a detrimental effect upon the positive attitude toward employment. Conversely, while some employees may accept and endure unpleasant conditions at workplace where sufficient positive aspects of job such as available career opportunities or meaningful work compensate for lack of comfort; JD-R theory further indicates that employees are more inclined to consider resignation to protect what remain of their psychological resources when discomfort continues without adequate compensation. Therefore, the following hypothesis is proposed:

H1: *Work tension is positively associated with turnover intention.*

Out-of-Job Responsibilities and their Moderating Role

Work outside of a person's job is likely to affect one's intent to quit their job since these responsibilities compete for an employee's personal resource or capacity. Examples of such responsibilities are taking care of kids, elderly, managing the house, helping with family problems and all have requirements on your time, energy, and emotional attention. More recent research has shown positive relationships between work-family conflict and one's turn over intentions from study to study; therefore, when work and family roles conflict this could cause an individual to decide to remain at their organization (Li *et al.*, 2025). In addition to previous mentioned relationship between work-family conflict and turnover intentions among young female resort workers in Macau, (Bai, Zhou and Ho, 2025) found that work-family conflict was also associated with turnover intention due to work stress and job satisfaction. Further research by women who had children showed that having family support would be associated with work engagement and turnover intentions, which indicates that being around family will have an impact on your attitude towards work (Gabardo-Martins and Rodrigues, 2025). All of these studies provide evidence supporting the idea that working outside of the job may act as some type of major precursor to leaving a job.

At the same time, the studies do not state that in all cases family obligations will be disadvantageous. Junça Silva et al. (2025) demonstrate how family obligations can evolve into an employee's resource for managing breach of psychological contract and out-of-work commitments; especially if those obligations enhance an employee's mindfulness. The opposing view is very relevant as well. Family obligations have the potential to serve as sources of meaning, emotional support and identity reinforcement. However, JD-R Theory reconciles the two views. It accomplishes this through differentiating resources from obligations based upon whether the obligation provides support or requires sustained efforts to overcome work obligations. If job

outside of a job functions as a source of support then it can be considered as a resource. However, if it is a job outside of a job which consumes your energy and conflicts with other work demands, then it would more likely be viewed as an additional demand. Therefore, the following hypothesis is proposed:

H2: *Out-of-job responsibilities are positively associated with turnover intention.*

Beyond the direct effects of having other jobs (out-of-job responsibilities), these responsibilities can also mediate the relationship between work stress and an employee's decision to leave a job. The theory behind this is that individuals who have experienced a lot of work stress need personal resources in order to recover and maintain function at work. However, if they have large amounts of responsibility beyond the workplace (they have many out-of- job responsibilities), there will be few remaining resources to manage the stressors associated with their employment. Hosain (2025) has shown that dual-career families (families where both spouses have careers and there are minor children) view work-life balance as an ongoing challenge. This is particularly true as the family system and the role each parent plays at work creates conflicting expectations. Similarly, Rashkovits and Unger-Aviram (2024) found that preferences to work from home were significantly related to job emotional demands and child care demands. These findings indicate that out-of-work responsibilities influence how employees react to different types of work arrangements. Further research on high commitment work systems demonstrates that organizational practices can lead to family-related issues or conflicts when employees face significant demands within their multiple roles. As such, employees with greater than average out-of-job responsibilities may respond more intensely to work-stress due to their limited ability to effectively deal with the pressures resulting from their employment. Thus, the following hypothesis is proposed:

H3: *Out-of-job responsibilities positively moderate the relationship between work tension and turnover intention.*

Gendered Boundary Condition

Social expectations on work and non-work demands can result in differing roles of out-of-the-employment responsibilities for different genders. Gender Role Theory suggests socially based expectations for the performance of certain roles by an individual will often lead to an expectation of a specific type of caregiver, family supporter or breadwinner (Eagly and Wood, 2012; Eagly, 2013). As Athamneh and Gharaibeh (2025) demonstrate with regards to recent studies regarding job satisfaction and workplace experiences, it is clear that gender remains a significant factor related to work-based organization outcomes. Shaaban (2025), has shown how women's job-related stress from work-life conflict affects their health. Osei-Gyasi (2024) demonstrated how women in the banking industry in Ghana intend to leave their jobs. These examples help illustrate why out-of-the-job responsibilities would likely be more impactful for women than they would for other groups as women are expected to do most of the care-giving.

While it is understandable to assume gendered effects only flow in one direction, changes to the family unit; the growing number of dual-income families; and changing expectations for how people will divide time at home could lead to an increased amount of male participation in both caregiving and household duties. In other words, men too, could find their out-of-the-job responsibilities burdensome, especially during times with heavy job pressure. Nonetheless, gender and work-family literature continues to support that women are more likely to have conflicting roles as they experience greater conflict between work and family obligations. Furthermore, Siwela and Tebele (2026), demonstrate that context specific boundaries can influence quiet quitting behavior, supporting the idea that employee responses differ by group and context. Therefore, this study views gender as a lens or perspective through which we examine whether gender influences how out-of-the-job responsibilities moderate an employees response, instead of just treating gender as a simple demographic control. On this basis, the following hypotheses are proposed:

H2a: *The positive effect of out-of-job responsibilities on turnover intention is stronger for female employees than for male employees.*

H3a: *The positive moderating effect of out-of-job responsibilities on the relationship between work tension and turnover intention is stronger for female employees than for male employees.*

3. METHODOLOGY

Method

Research Design and Context

The study adopted a quantitative, cross-sectional survey design to test the hypothesised relationships among work tension, out-of-job responsibilities and turnover intention. This design was appropriate because the study examined employees' perceptions using standardised measures and regression-based hypothesis testing (Creswell and Creswell, 2018; Saunders and Lewis, 2023). Data were collected from 150 formal-sector employees in the Ashanti Region of Ghana, a developing-economy context with public and private service organisations. Respondents were drawn from education, healthcare, security services, the judiciary and customer-facing organisations, enabling the study to capture varied work demands, role expectations and employee experiences.

Population, Sampling and Sample Size

The target population comprised full-time employees of registered organisations in the Ashanti Region of Ghana. Consistent with the study's focus on responsibilities outside paid employment, eligible respondents were married employees with at least one child. A simple random sampling procedure was used to reduce selection bias and give eligible employees an equal probability of participation.

Sample adequacy was assessed using both power-based and regression-based criteria. Following Cohen's (1992) power analysis framework and the G*Power procedure recommended by Erdfelder et al. (2009), the minimum sample for multiple regression with seven predictors, a medium effect size ($f^2 = 0.15$), a 5% significance level and 80% statistical power is approximately 103 respondents. The full model included demographic controls, work tension, out-of-job responsibilities and the interaction term; therefore, the final sample of 150 exceeded the minimum threshold for detecting medium-sized effects.

The sample also satisfied the Tabachnick and Fidell (2019) rule of $N \geq 50 + 8m$, where m represents the number of predictors. For seven predictors, this rule requires at least 106 cases. Of the 161 questionnaires retrieved, 11 were excluded because of incomplete or unusable responses, leaving 150 valid cases for analysis.

Data Collection Procedure and Instrument

Primary data were collected through an interviewer-administered, face-to-face survey using a structured questionnaire. This mode was appropriate because the focal constructs—work tension, out-of-job responsibilities and turnover intention—reflect subjective employee perceptions. It also enabled the researcher to verify respondent eligibility before participation. Permission was obtained from participating organisations, and respondents were given sufficient time to complete the questionnaire during the data collection period.

The questionnaire used standardised, multi-item measures to ensure consistency across respondents and reduce measurement error. Standardised instruments are widely recommended in organisational research because they improve reliability and comparability across cases (DeVellis and Thorpe, 2021; Dillman et al., 2014). All items were measured on a five-point Likert scale ranging from “least” to “most,” which provided adequate response variation while limiting respondent burden (Boone Jr et al., 2012; Joshi et al., 2015).

Measures

Turnover intention was treated as the dependent variable and captured employees' conscious willingness to leave their current organisation. It was measured using six items adapted from Calvin et al. (2024) and Hom et al. (1995). A sample item is: “I intend to leave my current job in the next 12 months.”

Work tension was the independent variable and reflected employees' psychological pressure, strain and discomfort arising from work demands. It was measured with items adapted from Felstead et al. (2013) and Matteson and Ivancevich (1987). A sample item is: "I often feel stressed or tense at work."

Out-of-job responsibilities served as the moderator and referred to family, caregiving and other unpaid commitments that consume employees' time, energy and attention outside work. Gender was used as the grouping variable to examine whether the moderating effect differed between male and female employees. Age, education and years of employment were included as control variables because turnover research suggests that these demographic factors may influence employees' intention to leave.

Reliability and Validity

Reliability and validity were assessed before hypothesis testing. Internal consistency was examined using Cronbach's alpha and composite reliability, with values above 0.70 indicating acceptable reliability (Thorndike, 1995; Hair *et al.*, 2019). Convergent validity was assessed using average variance extracted (AVE), with values above 0.50 indicating that a construct explains sufficient variance in its indicators (Fornell and Larcker, 1981). Discriminant validity was evaluated using the Fornell-Larcker criterion. Cronbach's alpha values ranged from 0.81 to 0.85, and composite reliability values ranged from 0.91 to 0.95, indicating strong internal consistency.

Data Analysis

Data were analysed using IBM SPSS. The analysis proceeded through data screening, descriptive statistics, reliability testing and correlation analysis. Correlations were examined to assess initial associations among the variables and identify possible multicollinearity concerns. Hierarchical multiple regression was then used to test the hypotheses because it permits sequential entry of predictors and shows the incremental explanatory value of main effects and interaction terms (Cohen, 2013; Field, 2024).

The regression models were estimated in stages. Control variables were entered first, followed by work tension to test its direct relationship with turnover intention. Out-of-job responsibilities were then added, and the interaction term between work tension and out-of-job responsibilities was entered last to test moderation. Separate models were estimated for male and female employees to assess whether the moderating effect differed by gender. This procedure reflected the conceptual framework, in which work tension was the predictor, turnover intention the outcome, out-of-job responsibilities the moderator and gender the grouping variable.

Ethical Considerations

The study followed ethical principles for human-participant research, including informed consent, voluntary participation, anonymity and confidentiality. These procedures are consistent with the Declaration of Helsinki and the Belmont principles of respect for persons, beneficence and justice. Participants were informed of the study's purpose before participation and assured that their responses would be used only for academic purposes. No identifiable information was collected, completed questionnaires were securely stored, and participants could withdraw at any stage without penalty.

4. RESULTS

The final sample consisted of 150 formal-sector employees. Male respondents constituted 65.3% of the sample, while female respondents represented 34.7% (Table 1). Most respondents were between 25 and 44 years old, and the majority had at least a first degree. Most participants had worked with their organisations for more than five years, indicating sufficient exposure to organisational conditions relevant to work tension and turnover intention.

Table 1. Respondent profile

Profile	Category	Frequency	Percentage
Gender	Male	98	65.3
	Female	52	34.7

Age	18–24	14	9.3
	25–34	47	31.3
	35–44	53	35.3
	45–54	25	16.6
	Above 55	11	7.3
Education	Basic	7	4.6
	First degree	89	59.3
	Master's degree	54	36.0
Employment years	5 years or less	23	15.3
	6–10 years	56	37.3
	11–15 years	54	36.0
	More than 15 years	17	11.3

4.1. Descriptive Statistics

Table 2 shows the descriptive statistics for the main variables. The overall mean score for turnover intention was 4.43, while work tension recorded a mean of 4.19. Out-of-job responsibilities recorded a mean of 4.21. These values suggest that respondents generally reported relatively high levels of work tension, out-of-job responsibilities and turnover intention.

Table 2. Descriptive statistics

Variable	Overall Mean	SD
Turnover intention	4.43	1.16
Work tension	4.19	0.16
Out-of-job responsibilities	4.21	1.32

4.2. Reliability and Validity

Table 3 shows that the constructs satisfied reliability and convergent validity requirements. Cronbach's alpha values ranged from 0.811 to 0.853, while composite reliability values ranged from 0.911 to 0.954. The AVE values also exceeded 0.50, indicating acceptable convergent validity.

Table 3. Measurement assessment

Construct	AVE	Cronbach's alpha	Composite reliability
Turnover intention	0.611	0.820	0.911
Work tension	0.700	0.811	0.921
Out-of-job responsibilities	0.654	0.853	0.954

4.3. Discriminant Validity

Discriminant validity was assessed using the Fornell–Larcker criterion. The diagonal values were greater than the inter-construct correlations, indicating that the constructs were empirically distinct.

Table 4. Discriminant validity

Variable	TI	WT	OJR
TI	0.541		
WT	0.320	0.654	
OJR	0.476	0.432	0.743

4.4. Hypothesis Testing

Hierarchical regression was used to test the hypotheses. Model 1 included the control variables, Model 2 added work tension, Model 3 added out-of-job responsibilities, and Model 4 introduced the interaction term.

Table 5. Hierarchical regression results

Variable	Model 1	Model 2	Model 3	Model 4
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Age	-0.045 (-0.98)	-0.041 (-1.50)	-0.043 (-1.10)	-0.003 (0.45)
Education	0.010 (0.20)	0.011 (0.22)	0.012 (0.24)	-0.010 (-0.96)
Gender	-0.045 (-0.42)	-0.080 (-0.72)	-0.074 (-0.67)	0.002 (0.13)
Employment years	0.034 (0.94)	0.035 (0.96)	0.037 (1.02)	0.012* (1.77)
Work tension	—	0.231*** (6.75)	0.109*** (5.98)	0.950*** (37.60)
Out-of-job responsibilities	—	—	0.032** (3.00)	-0.014 (-0.90)
WT × OJR	—	—	—	0.290*** (59.46)
Constant	3.427*** (15.68)	2.991*** (8.76)	3.226*** (7.70)	3.322*** (40.24)
Adjusted R ²	-0.013	0.106	0.130	0.961
F-statistic	0.49	4.07**	6.098**	525.83***
Prob.	0.744	0.001	0.001	0.000

Notes: Dependent variable = turnover intention. * $p < .10$; ** $p < .05$; *** $p < .01$.

Work tension had a positive and significant effect on turnover intention in Model 2 ($\beta = 0.231$, $t = 6.75$, $p < .01$), supporting H1. Out-of-job responsibilities also had a positive and significant effect in Model 3 ($\beta = 0.032$, $t = 3.00$, $p < .05$). In Model 4, the interaction between work tension and out-of-job responsibilities was positive and significant ($\beta = 0.290$, $t = 59.46$, $p < .01$), supporting H2. This indicates that out-of-job responsibilities strengthen the relationship between work tension and turnover intention.

4.5. Gender-Specific Analysis

Table 6 presents the gender-specific regression results. The interaction term was not significant among male employees but was positive and significant among female employees.

Table 6. Gender-specific regression results

Variable	Male Model 8	Female Model 8	T-test
Age	-0.001 (-0.20)	0.001 (0.19)	
Education	0.013 (0.64)	-0.009 (-0.89)	
Employment years	0.010 (1.41)	0.019 (0.89)	
Work tension	0.453*** (36.65)	0.945*** (37.51)	-7.07***
Out-of-job responsibilities	-0.011 (-0.73)	0.009* (2.05)	4.90***
WT × OJR	0.054 (0.04)	0.288*** (55.69)	-5.87***
Adjusted R ²	0.654	0.956	
F-statistic	207.00***	552.98***	
Prob.	0.000	0.000	

Notes: Dependent variable = turnover intention. * $p < .10$; ** $p < .05$; *** $p < .01$.

The gender-specific results show that work tension significantly predicted turnover intention for both male and female employees. However, the interaction between work tension and out-of-job responsibilities was significant only among female employees ($\beta = 0.288$, $t = 55.69$, $p < .01$). This supports H3 and suggests that out-of-job responsibilities operate as a stronger boundary condition for female employees than for male employees.

5. DISCUSSION

Employees experiencing chronic workplace pressures and psychological strain were significantly more likely to consider quitting than those with lower levels of pressure and strain. This aligns with JD-R theory, which argues that prolonged job demands deplete mental resources and increase negative attitudes and behaviours. It also reflects current research showing that workplace pressure and poor health can increase employees' intention to leave their jobs (Lin and Hauer, 2025; Russo *et al.*, 2025; Yusoff and Johari Jiken, 2026). Similarly, Albuquerque and Morais (2025) and Hoyos-Vallejo and Diaz-Avendaño (2025) found that challenging work conditions undermine employees' ability to manage stress and increase withdrawal

cognitions. Overall, the findings support the view that work tension is a key strain mechanism through which working conditions shape employees' intention to quit.

Employees' out-of-job responsibilities further influenced the association between work tension and turnover intention. As non-work responsibilities increased, the positive effect of work tension on turnover intention became stronger. This finding is consistent with the JD-R model, which suggests that employees draw on limited resources to meet demands arising both within and outside work. When employees face pressures in other areas of life, they may be less able to cope with work stress. These results are supported by studies showing that caregiving obligations, family responsibilities and conflicting role demands consume employees' time, energy and psychological resources (Rashkovits and Unger-Aviram, 2024; Bai, Zhou and Ho, 2025; Gabardo-Martins and Rodrigues, 2025; Li *et al.*, 2025). Although some research suggests that family roles can provide emotional support and resilience (Junça Silva, Dias and Costa, 2025), the current study indicates that demanding non-work duties may function as a source of pressure rather than relief. Employees burdened by substantial responsibilities at home and work may therefore be more likely to consider leaving their organisation to reduce overall pressure.

The moderating effect of non-work obligations on employee withdrawal was most evident among female employees, suggesting that the resource consequences of non-work demands do not apply equally across employee groups. The findings support prior research on family obligations and Gender Role Theory, which shows that social expectations and role allocations related to caregiving, domestic work and family duties continue to shape who carries these responsibilities. They are consistent with studies by Athamneh and Gharaibeh (2025), Osei-Gyasi (2024) and Shaaban (2025), which suggest that women often bear a larger share of family and caregiving duties, creating additional strain at home and work and reducing recovery from work stress. Although recent research recognises men's increasing involvement in family roles, the combined effect of work tension and non-work responsibilities remains stronger for female employees. These results indicate that female employees with high work tension may be especially likely to intend to leave because competing demands place greater pressure on their available resources.

These findings collectively indicate that turnover intention is shaped by a more complex set of factors than workplace conditions alone. Work tension remains an important antecedent of turnover intention, but its effect depends on the demands employees face outside the organisation. This study therefore supports a more comprehensive approach to employee retention by showing that both work and non-work responsibilities influence withdrawal decisions. In doing so, it responds to calls in organisational research to move beyond work-centred explanations of employee behaviour and to recognise the increasing interconnectedness of work and non-work life.

6. THEORETICAL CONTRIBUTIONS

This study contributes to Job Demands-Resources (JD-R) theory by showing that job stress is more fully understood when demands outside the organisation are also considered. Previous JD-R studies have largely focused on workplace demands and the resources available to mitigate them. The present findings show that responsibilities outside work influence how employees respond to job-related stress. The study therefore identifies out-of-job responsibilities as a boundary condition in the work tension-turnover intention relationship. In doing so, it extends JD-R theory to better reflect contemporary workers who experience increasing overlap between work and non-work obligations.

The study also contributes to the growing evidence on the work/non-work interface by linking work tension, turnover intention and out-of-job responsibilities in one model. Research has traditionally treated work-related stress and family responsibilities as separate areas of investigation. The current study shows how these domains are connected in shaping employees' withdrawal intentions, thereby adding to understanding of employee turnover.

A further contribution lies in showing that the moderating effect of out-of-job responsibilities varies by gender. The findings demonstrate how the gendered division of family and childcare responsibilities shapes

the effect of work-related stress on workplace strain. In doing so, the study supports literature that recognises the need to consider gendered differences when examining employee well-being, retention and work-life balance.

7. PRACTICAL IMPLICATIONS

The findings indicate that managers should consider the level of work tension employees experience when developing retention strategies. Although many retention strategies, such as salary increases or training programmes, focus on incentives to remain in a role, this study shows that unmanaged work-related strain can contribute significantly to employees' intention to leave. Managers should therefore implement employee well-being programmes that support workload management, provide supervisory support and minimise unnecessary work-related stress.

The results also indicate that retention practices should recognise that employees' work experiences are shaped by responsibilities outside employment. Employers may benefit from family-supportive policies and programmes. Flexible schedules, caregiver support and employee assistance programmes can help employees manage competing work and family commitments, particularly those with substantial caregiving responsibilities.

The stronger moderation effect among women indicates the need for gender-sensitive HR strategies. Organisations should develop flexible work arrangements, caregiving support and employee well-being programmes that address the needs of different employee groups. By helping employees manage both workplace and non-work responsibilities, employers can improve retention and strengthen workforce stability.

8. LIMITATIONS AND FUTURE RESEARCH

Several limitations should be considered when interpreting the findings. First, the cross-sectional design limits causal inference because data were collected at one point in time. Future studies could use longitudinal designs to examine how work tension, out-of-job responsibilities and turnover intention develop over time. Second, the study relied on self-reported data, which may introduce common method bias, although procedural safeguards were used during data collection. Future research could include supervisor ratings and multi-source data to improve robustness.

Third, the study focused on full-time formal-sector employees in one region, which may limit generalisability to other settings or employment sectors. Future studies should examine the relationships among work tension, out-of-job responsibilities and turnover intention across different occupational groups, industries and cultural contexts. Fourth, although this study examined out-of-job responsibilities as a moderator of work tension, other boundary conditions may also be relevant, including organisational support, resilience, job autonomy and flexible work arrangements.

9. CONCLUSION

This study analysed the relationship between work tension and turnover intention, and examined how out-of-job responsibilities shape this relationship across gender groups. The findings show that work-related strain increases employees' intention to leave and that substantial responsibilities outside work can strengthen this effect. The moderating role of out-of-job responsibilities was more pronounced among female employees. Overall, the findings demonstrate the importance of incorporating both work and non-work factors into theories of employee withdrawal and of extending Job Demands-Resources theory beyond established organisational boundaries.

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