



Employees Work Life Conflict As Antecedents of Employee Turnover Intentions: the Mediating Role of Work Exhaustion and Organizational Commitment

KEYWORDS

Organizational commitment, Turnover intentions, Work life balance, work exhaustion.

Navin Kumar Koodamara

Assistant Professor (S.G) School of Management, Manipal University Near 10th Block, MIT Campus, Manipal, Karnataka, India. PIN: 576 104.

ABSTRACT

Purpose - The main objective of the present study was to know the impact of work life balance on employment turnover intentions with mediating effect of work exhaustion and organizational commitment.

Design/Methodology/Approach - The inputs to the analysis were the information collected from the field by administering fully structure close-ended questionnaire. The respondents were identified through judgmental and convenient techniques of sampling. These questionnaires were then distributed to the employees in the office. The questionnaires were employed through direct interviews. The questionnaire consisted of various questions with regard to the demographic profile of the respondents, their perception towards work life balance, organizational commitment, work exhaustion and turnover intentions.

Findings - It was found that there is negative correlation between work life balance and organizational commitment. The relationship between work life balance and work exhaustion was found positively correlated. It was observed that there was negative correlation between organizational commitment and employee turnover intentions. The relationship between work exhaustion and turnover intentions was found positively correlated. When there is high work exhaustion there is high level of turnover intentions, and when there is low work exhaustion there is low level of turnover intentions. It was also found that gender has no impact on work life balance. Overall it was found that work life balance is moderate in the printing industry.

Work-Life Balance is an area of concern for organizations and individuals alike. Work life balance is essential to combat stress, ensuring both individual and company success. The stress associated with unbalanced lifestyles is costly; it damages productivity and increases individual health risks. Rosemary Crompton and Clare Lyonette (2006), through their study resulted that there are number of factors having an impact on work-life conflict particularly in particular on the effects of working hours, sex, the presence or absence of children, social class, age and the domestic division of labor, as well as the country effect. Deepak Chawla and Neena Sondhi (2011), resulted through their research that in BPO if an individual believes that she is overburdened in her job and is not able to manage her other roles there is bound to be discomfort and will lead to a sense of disquiet and lead to a reduced Work-life balance. And teachers believe that with increase in job autonomy and organizational commitment, the Work- Life Balance increases. V. Chandra (2012), study resulted that WLB practices and family-friendly policies are distinctly different between western and eastern countries. Amanda et al., (2012) in their research undertook a theoretical framework for understanding work-life balance among men. Through study they came to know that achieving a sense of work-life balance is both physically and psychologically necessary to promote life satisfaction, Wellness, and occupational success (Fenwick & Tausig, 2001). Sarooj Noor, Nazia Maad (2008) in his study wanted to present the real meaning of information concerning to turnover intentions, work life conflicts, and stress experienced by marketing executives in Pakistan. The results suggest that of work life conflict and stress have a significant positive relationship with turnover intentions, so different policies, practices and strategies will be needed to reduce work-life conflict. Manju et.al (2007), in their study examined the antecedents of turnover intention among information technology road warriors. This study provides

empirical evidence for the effects of work-family conflict, perceived work overload, fairness of rewards, and job autonomy on organizational commitment and work exhaustion for road warriors. The results suggest that work-family conflict is a key source of stress among IT road warriors because they have to juggle family and job duties as they work at distant client sites during the week.

Study Hypothesis:

- H1: There is significant relationship between work life balance and organization commitment
- H3: There is significant relationship between organization commitment and employee turnover intentions
- H4: There is significant relationship between work exhaustion and employee turnover intentions.
- H5: There is no significant impact of gender on work life balance.

Method

This study was conducted in the printing industry. The main target respondents were middle level and the shop floor workers in the company. The main aim was to know the work life balance between these employees. The work life policies adopted by the company was not that effective, therefore this study was made to improve work life policies of the employees and reduce turnover intentions.

Purpose

1. To study the impact of work life balance on employee turnover intentions with the mediating effect of work exhaustion and organizational commitment.
2. To analyze the impact of work life conflict on organizational commitment and work exhaustion.
3. To analyze the impact of organizational commitment and work exhaustion on Employee turnover Intentions.

Data Collection

The first step portrays how the data is collected. It explains whether the data collected is through primary or secondary source. This stage commences only after a research problem has been defined and research design is identified. The present study follows an exploratory design. Primary data contributed major inputs to the study. Primary data are those which are collected for the first time or which are original in nature. The primary data for this study has been collected through structured questionnaires.

Questionnaire Design and Data Collection: A structured close-ended questionnaire was used in this research. The questionnaire comprised of questions on demographic profile and on exploring impact of work life balance on turnover intentions. The attitude of the employees towards certain motivational factors was explored by the range of agreement or disagreement on a five point scale. Minor changes were made according to the feedback of the respondents and observation of researchers. The questionnaires were employed through direct interviews as well as through references.

Sample Identification: The respondents were contacted through convenient and judgmental sampling techniques. At the time of identifying sample, extreme care was taken to get a logical representation of various elements of demographic profile. The prospective respondents were contacted in their offices. The information was collected through drop-in and pick-back method.

Analysis of Data

For the purpose of analyzing the collected data through the questionnaires, various techniques such as arithmetic mean, percentages, likert scale and frequencies were used in this study.

Interpretation of Data

The data presented will be interpreted in a logical manner. Data interpretation can be defined as applying statistical measures to analyze specific facts from a research. Hypothesis was set and data was interpreted through statistical measures such as correlation and chi square test.

Correlation:

Hypothesis 1: There is no significant relationship between work life balance and organization commitment

Correlations				
			Mean-WLB	MeanOC
Spearman's rho	MeanWLB	Correlation Coefficient	1.000	-.162
		Sig. (2-tailed)	.	.108
		N	100	100
	MeanOC	Correlation Coefficient	-.162	1.000
		Sig. (2-tailed)	.108	.
		N	100	100

From the above table we can see that the p value greater than .05, hence there is no statistical significant relationship between work life balance and organizational commitment. But as the 'r' value is negative there is some chance of having relationship between them.

From the above table we can see that there is negative correlation between work life balance and organizational commitment.

Work family conflict affects work life balance. When there is high work life conflict, there is low organizational com-

mitment. And when there is low work life conflict there is high organization commitment.

Hypothesis 2: There is no significant relationship between organization commitment and employee turnover intentions

Correlations				
			MeanTI	MeanOC
Spearman's rho	MeanTI	Correlation Coefficient	1.000	-.190
		Sig. (2-tailed)	.	.058
		N	100	100
	MeanOC	Correlation Coefficient	-.190	1.000
		Sig. (2-tailed)	.058	.
		N	100	100

From the above table we can see that the p value greater than .05, hence there is no statistical significant relationship between organizational commitment and turnover intentions. But as the 'r' value is negative there is some chance of having relationship between them.

From the above table we can see that there is negative correlation between organizational commitment and employee turnover intentions.

When there is high organizational commitment, there is low turnover intentions. And when there is low organizational commitment there is high turnover intentions. Hence the relationship is negatively correlated.

Hypothesis 3: There is no significant relationship between work exhaustion and employee turnover intentions.

Correlations				
			Mean-WE	MeanTI
Spearman's rho	Mean-WE	Correlation Coefficient	1.000	.354**
		Sig. (2-tailed)	.	.000
		N	100	100
	MeanTI	Correlation Coefficient	.354**	1.000
		Sig. (2-tailed)	.000	.
		N	100	100

** . Correlation is significant at the 0.01 level (2-tailed).

As the significance value is less than .05, we reject null hypothesis and accept alternative hypothesis. From the above table we can see that the relationship between work exhaustion and turnover intentions is positively correlated.

When there is high work exhaustion there is high level of turnover intentions, and when there is low work exhaustion there is low level of turnover intentions.

Results

The summary of findings is presented based on the detailed analysis and interpretation of the data. It was found that there is negative correlation between work life balance and organizational commitment. The relationship between work life balance and work exhaustion was found positively correlated. When there is high work life conflict there is high work exhaustion, and when there is low work life conflict there is low work exhaustion. It was found that there was negative correlation between organizational commitment and employee turnover intentions. When there is high organizational commitment, there is low turnover intentions. And when there is low organizational commitment there is high turnover intentions. Hence the relationship is negatively correlated. The relationship be-

tween work exhaustion and turnover intentions was found positively correlated. When there is high work exhaustion there is high level of turnover intentions, and when there is low work exhaustion there is low level of turnover intentions. It was also found that gender has no impact on work life balance. Overall it was found that work life balance is moderate in the printing industry.

Conclusion

The reason behind choosing this topic was to study the impact of work life balance on employee turnover intentions. Factors such as organizational commitment and work exhaustion acted as the mediating effect. From the study it can be concluded that work life balance in the printing industry is moderate and there are few who would quit the job due to exhaustion.

Therefore organization should adopt good work life policies to improve work life among employees.

REFERENCE

- Work Life Balance: | ✓ Rosemary Crompton and Clare Lyonette (2006), "Work-Life 'Balance' in Europe", *Acta Sociologica*, Vol. 49, No. 4 (Dec., 2006), pp. 379-393. | ✓ Deepak Chawla and Neena Sondhi (2011), "Assessing Work-Life Balance among Indian Women Professionals", *Indian Journal of Industrial Relations*, Vol. 47, No. 2 (October 2011), pp. 341-352. | ✓ Vera Kucharova (2009), "Work-life Balance: Societal and Private Influences", *Sociologicky Casopis / Czech Sociological Review*, Vol. 45, No. 6 (DECEMBER 2009), pp.1283-1310. | ✓ V. Chandra (2012), "Work-life balance: eastern and western perspectives", *The International Journal of Human Resource Management*, Vol. 23, No. 5, March 2012, 1040-1056. | ✓ Amanda M. Evans, Jamie S. Carney, and Morgan Wilkinson (2013), "Work-Life Balance for Men: Counseling Implications", *Journal of Counseling & Development*, Volume 91. | ○ Employee turnover Intentions: | ✓ Thomas N. Martin, Jr.(1979), "A Contextual Model of Employee Turnover Intentions, *The Academy of Management Journal*", Vol. 22, No. 2 (Jun., 1979), pp. 313-324. | ✓ Ran Lachman and Ester Diamant(1987), "Withdrawal and Restraining Factors in Teachers' Turnover Intentions, *Journal of Occupational Behaviour*", Vol. 8, No. 3 (Jul., 1987), pp. 219-232. | ✓ Alan Kirschenbaum and Jacob WeisbergSource (2002), "Employee's Turnover Intentions and Job Destination Choices, *Journal of Organizational Behavior*", Vol. 23, No. 1 (Feb., 2002), pp. 109-125. | ✓ Anamika Sahu and Meenakshi Gupta (1999), "An Empirical Analysis of Employee Turnover in a Software Organization, *Indian Journal of Industrial Relations*", Vol. 35, No. 1 (Jul., 1999), pp. 55-73. | ✓ Kuotsai Tom Liou (1998), "Employee Turnover Intention and Professional Orientation: A Study Of Detention Workers, *Public Administration Quarterly*", Vol. 22, No. 2 (SUMMER, 1998), pp. 161-175. | ✓ James Gerard Caillier(2011), "I Want to Quit: A Closer Look at Factors That Contribute to the Turnover Intentions of State Government Employees, State & Local Government Review", Vol. 43, No. 2 (August 2011), pp. 110-122. | ○ Work life balance and employee turnover intention: | ✓ Sarooj Noor and Nazia Maad(2008), "Examining the Relationship between Work Life Conflict, Stress and Turnover Intentions among Marketing Executives in Pakistan", Vol. 3, No. 11 | ✓ Manju K. Ahuja, Katherine M. Chudoba, Charles J. Kacmar, D. Harrison McKnightand Joey F. George (2007), "IT Road Warriors: Balancing Work-Family Conflict, Job Autonomy, and Work Overload to mitigate Turnover Intentions", *MIS Quarterly*, Vol. 31, No. 1 (Mar., 2007), pp. 1-17. | ✓ Tara Shankar and Jyotsna Bhatnagar (2010), "Work Life Balance, Employee Engagement, Emotional Consonance/Dissonance & Turnover Intention", *Indian Journal of Industrial Relations*, Vol. 46, No. 1 (July 2010), pp. 74-87. | ✓ Scott L. Boyar, Carl P. Maertz, Jr., Allison W. Pearson and Shawn Keough (2003), "Work-Family Conflict: A Model Of Linkages Between Work And Family Domain Variables And Turnover Intentions", *Journal of Managerial Issues*, Vol. 15, No. 2 (Summer 2003), pp. 175-190. | ✓ Corinne Post, Nancy DiTomaso, George F. Farris and Rene Cordero (2009), "Work-Family Conflict and Turnover Intentions Among Scientists and Engineers Working in R&D, *Journal of Business and Psychology*", Vol. 24, No. 1 (March 2009), pp. 19-32. | ✓ Katherine J.C. Sang Stephen G. Ison Andrew R.J. Dainty, (2009), "The job satisfaction of UK architects and relationships with work-life balance and turnover intentions", *Engineering, Construction and Architectural Management*, Vol. 16 Issue 3 pp. 288 - 300