

## The Impact of Work Family Conflict on Turnover Intentions: An Empirical Evidence from Pakistan

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**Submitted:** Jul 15, 2013; **Accepted:** Aug 27, 2013; **Published:** Aug 29, 2013

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**Abstract:** The main motive of this research is to examine the effect of work family conflict and family work conflict on turnover intention. A purposive sampling technique has been used with sample N 250 respondents from banking sector of Pakistan was selected for the study. SEM was used to analyze the data. Results reveal a positive and significant impact of work family conflict and family work conflict on turnover intention.

**Key words:** Work family conflict • Family work conflict and Turnover intention

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### INTRODUCTION

The work family conflict (WFC) has got enormous attention of researchers in the last few decades because it becomes global threat to every organization. It costs billions of dollars and results in intention of the employee to leave the organization. Similarly family work conflict (FWC) also imbalance employees life. Basically WFC is the phenomena of inter-role conflict in that one role become harder and stressful due to the influence of the other role [1]. Family and work role are impede by work-family conflict and it harder for every employees to fulfill the requirements of the both roles. It causes turnover intention which ultimately has negative effect on Organization performance [2]. Employees facing WFC have faced job dissatisfaction from their jobs, lower performance in jobs and higher TOI [3]. WFC is found to be significantly associated with turnover [3].

There is a significant room in the area of WFC which is a motive behind the current research. A study done by Bloome *et al.* [4] emphasizes a need to examine the impact of WFC, FWC and TOI. A number of researches have explored the said relationship [5, 6, 7, 8]. However, the results were inconsistent, some has found a positive [6-8], some exhibit negative impact Kossek and Ozeki [9] whereas, a few studies did not find any momentous relationship between them [10]. So, current study fills the gap by examining the impact of WFC, FWC and TOI.

### Literature Review:

**Work Family Conflict (WFC):** The WFC is basically conflict between two roles in which one role dominate the other role such as role pressure from the family and work [1]. Greenhaus and Beutell [1] defines that it is occurred when there are too much responsibilities of work and home imbalance the life of an employee.

Previous researches revealed that work and family issues brings out the psychological and physical problems. A research has been conducted in Australia which showed that most of working people remains single just because of unable to fulfil the work and family demands [11].

Beutell [12] found that greater program mobility remedy was also not able to decrease the work family issues. So success at the workplace is only achievable when there is a balance of relationship between life partner and business manager [13]. Previous studies specified that work environment which is unfriendly and unsupportive, poor quality leadership cause intention to quit the organization and create work-family conflicts.

**Family Work Conflict (FWC):** When people find it difficult to meet requirements of work role due to family role then family work conflict arises. FWC can provide overflow work roles concurrently affect family roles (WFC) [1]. As the conception of meta-analysis provides confirmation that both conflicts is different from the structure and represent different mechanisms for conflict

[14]. Conservation of resource model explained how the business is likely to slow due to the impact of FWC [15, 16]. This theory poses that conflict is the depletion of resources due to people use personnel resources to deal with that particular conflict. Due to this reason the family and work roles become difficult to perform and result in negative emotions [1].

**Turnover Intention:** The turnover in the workplace takes the attention of many scholars [17]. Managers consider it a big problem because the turnover-related costs [18]. It is very obvious to replace a long-term life-long manager, but replacement of managers, especially minor positive impact to offset the cost [14]. When employees perceive that their performance rating is not on merit instead of politically measured, their tendency to leave the organization increased [19]. Porter and Steers [20] indicated that it has serious impact not only on organizations but also on the employees that working in respective organization.

Behavioral intention is the strong forecaster of personal turnover and is believed so important ancestor to turnover in the literature [21]. When employees perceive that their performance rating is not on merit instead of politically measured, their tendency to leave the organization increased [19]. It is that type of behavior which can easily be measured by practioners and theorists [22]. A common problem in all types of organizations business to give more and more attention today, the staff turnover rate [18]. Turnover intention is the actual export - intent to exit the significant turnover [23]. While some turnover major turnover is expected to translate into unpopular cost and higher efficiency losses; large accounting firms usually produce significant cost of recruiting and training new employees [24]. Porter *et al.* [20] indicated that it has serious impact not only on organizations but also on the employees that working in respective organization.

**Work Family Conflict and Turnover Intention:** Research studies reveals that WFC was positively related with turnover intentions [25]. Those managers who face work-family conflict confronted with turnover intention very soon [26, 27], so organization consider such polices that help to control turnover rate [28]. Bashir & Ramay [29] in Pakistan contributed their effort to specify the importance of work-life policies. Work-life policies are helpful in developing employee attitudes and

diminishing work-family conflict [30]. Riley [31] found no relationship between WFC and TOI. According to Henly *et al.* [32] WFC mostly occurred due to work domain and strongly associated with TOI.

Bloom *et al.* [4] in hospitality sector found that employees with more WFC experiences higher level of turnover intentions. To eliminate the conflict of WFC and FWC employees more inclined towards the TOI [18]. It has been found in the research study that individual who not satisfy from their work mostly their life and family lead them to leave the job [8]. As work-family conflict lead to increase stress that also cause tendency to withdraw from [8]. Boyar *et al.* [33] state that in order to meet the family obligations employees have quitted from the organization.

WFC and TOI are also accelerate by the job stress [34]. Hammer *et al.* [35] conducted a study in which due to WFC and FWC behavior of withdrawals has been studied. The organization response to turnover and work-family conflict are those polices that link work-family polices with other human resources practice are consider to be more effective [36]. Ling & Phillips [37] described more the turnover intention among employees, the greater work family imbalance among employees reported. Mowday, Porter and Steers [38] explore that others factor that may be non-work such as individual personal responsibilities and family issues also influence intentions to turnover.

**H1:** Higher the Work family conflict more would be the turnover intention.

**H2:** If there is Family work conflict then the turnover intention would be high.

## MATERIALS AND METHODS

**Sample and Sample Technique:** A purposive sample of 250 employees from the banking sector of Pakistan was selected for the study and the instruments were anchored at five point-likert type scale.

### Instrument

**Work Family Conflict (WFC):** WFC was adopted from Boles *et al.* [39] and it consists of five items.

**Family Work Conflict (FWC):** FWC was adopted from Boles *et al.* [39] and it also consists of five items.

**Turnover Intention:** Turnover intention was adopted from Pare, Tremblay & Lalonde [40] and it consist of two items.

**Data Analysis:** Data was analyzed by using SPSS and Amos.

**Confirmatory Factor Analysis:** Confirmatory factor analysis has been done in order to check the reliability of instrument, whether this instrument is consistent with our study or not. The results depicted that all the items of variables meet the criteria of reliability and they are appropriate to conduct the study.

**RESULTS**

Table 1 described that the reliabilities are up to standard. The alpha coefficient value of WFC and FWC

are 0.891 and 0.883 respectively while turnover intention has 0.885. The standard of reliability is above 0.70 and the results meet the standard requirements. The results exhibits that highest mean value is 1.112 of WFC and lowest value is 0.883 of FWC.

**Demographic Statistics:** The demographic results involved 65% males while 35% females. The results showed that correlation is significant at 0.005 levels. Furthermore it can be concluded from the resultant Table that WFC, FWC and TOI are positively related to each other.

Chi square 11.79 df 4.521  
 Chi square / df 3.73 p-value:.000  
 AGFI:.954 GFI:.947  
 TLI:.972 CFI:.981  
 RMSEA:.077

Table 1: M, SD and Coefficient value of items with sample size Range (N=221).

Score Range Measures	No. of Items	M	SD	Min	Max	Alpha Coefficients
WFC	5	3.24	1.338	1	5	0.891
FWC	5	3.53	.943	1	5	0.883
TOI	2	3.28	1.478	1	5	0.885

Table 2: Demographic statistic of Respondents (N= 221).

Demographic Statistics	Frequency
Gender	
Male	137
Female	74
Age	
Less than 20	10
21-30	183
31-40	12
41-50	4
51 and above	2
Job Tenure	
Less than 1 yr.	40
1 to 5 yrs.	103
6 to 10 yrs.	48
10 to 15 yrs.	12
16 and above	8
Salary	
10-20 Thousands	33
21-30 Thousands	129
31-40 Thousands	34
41-50 Thousands	6
50 - Above //	9
Qualification	
Doctorate	2
Master	120
Bachelor	82
Intermediate	3
Others	4

Table 3: Correlation matrix of all the variables (N= 221).

		I	II	III
1	WFC	1.000		
2	FWC	.288(*)	1.000	
3	TOI	.578(*)	.583(*)	1.000

P-value < 0.05

Table 4: Estimates of Structural Model.

Causal Paths	Hypothesis	Regression		
		Coefficients	P-Value	Results
WFC TOI	H01	0.42***	0.00	Supportd
FWC TOI	H02	0.41***	0.00	Supportd

The above table represented that significant p value is less than 0.005 so results supported our hypothesis that WFC and FWC are positively related to turnover intention.

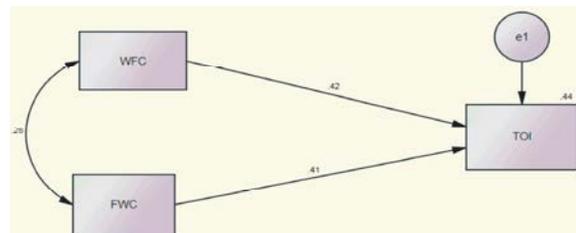


Fig. 1: Structural Equation modeling (Goodness of Fit Model).

As mentioned above  $\chi^2/df$  value is 3.73 and it is little bit higher than the standard value 3.00. The value of indexes is 0.954, 0.947, 0.972 and 0.981 for AGFI, GFI, TLI and CFI respectively and they are also meeting the standards. The value of root mean square error (RMSEA) is 0.077 which is exactly the below then the standard value 0.08.

## DISCUSSION AND CONCLUSION

The purpose of the study to examine the relationship of WFC, FWC and turnover intention in the perspective of individual employees working in the banking sector. First hypothesis of this study illustrated that it is the WFC which has a positive impact on TOI and the results are in line with the existed study. Employees which are the victim of WFC inclined to leave the organization [41]. So whenever an employee engages in conflict of work family he/she inclined towards the turnover intention. Second hypothesis anticipated that WFC is positively related to TOI and the results are also in line with the findings of previous researchers. Studies found that FWC was positively associated with TOI [25, 41]. Our research supported the previous research that employees are tending towards turnover intention if they experience family work conflict.

A longitudinal study must be conducted to find out the generalizability of the research. Focus on only banking sector is another deficiency, future study must take another sectors as well. The study was based on questionnaire so there is a chance of biased results which are difficult to eliminate. The analyses of variables were based on uni-dimensional, future study might involve the dimensions like strain-based, behavior based and time-based conflict with turnover intention. Besides other variables such as gender differences, stress and stressor might involve in future.

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