Work-Life Balance and Stress with the Turnover Rate of the Employees

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Abstract: The aim of my study to find out the relationship of the work-life balance and stress with the turnover rate of the employees and examine the type of relationship among them if exists. Research conducted on the marketers of the Pakistan. The study collects the data by using the questionnaire technique and selects the sample size of 200 marketers of the Pakistan. Correlation and regression analyses are used to find the results and reliability test used to check the reliability of the collected data. Results of correlation show that there is a relationship of work-life balance and stress with the turnover rate of employee and regression analysis to find the nature of that relationship. According to my results of study, my hypotheses are accepted. This study will help the other researchers to further study on this topic. It will also help the managers of the different organizations to improve their strategies about their employees and will be overcome on the turnover rate of the employees so that they can improve their organizational performance.

Key words: Work-life balance - Stress - Turnover rate

INTRODUCTION

Many researchers have been conducted on the turnover rate of employee. Most of the managers and research conductor considered it a main problem because it is interlinked with the cost. Researcher explained that turnover is predictable. In many ways, its impact on the business can be more harmfull for the organisation. Its is also considered that increase in working hours will lead to the stress and turnover rate.

There is very less research has been conducted in Pakistan and now the social research is going raise in Pakistan. It is become the most important to conduct research when the multinational company enter in Pakistan. Marketers are those persons in Pakistan for those research is very less conducted. Marketers are those people who are facing much stressfull conditions in their job and they are the persons whose turnover rate in very high in Pakistan. They have to face many challenges here because of some factors. Leontaridi and Ward [1] said that it is very difficult for professionals to fulfill their commitments. So, those are the stressed persons who are working with high responsibility, high pay and better work profits. Work-life balance is directly affects the turnover rate of the employees. Its only reason is that the marketers could control both the complex situations at a time.

There is bad impacts of turnover as well as good one. Giga and Hoel [2] relate the stress factor with low number of employees and organisational performance. There is direct relationship of emotional fatigue and turnover rate. The existance of gap between job, family and organisational factors linked with employees, leading to its importance [3]. People seek to depart stress at workplace becuz stress have harmful outcome on the emotional stability [4]. Griffeth and Gaertner [5] advised

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that to provide more concentration to their human resource management system, if they want to reduce their turnover rate.

**Literature Review:** The main objective of this study to convey real and accurate information about turnover rate, stress and work-life balance related to the marketing area of Pakistan. Many of the organisation are giving much importance to find the impact and reasons of the turnover. Many factors are involved in the turnover of the employee but stress is the main factor that leads to leave the organisation. Organisations should have to restructured their current processes, practices and systems to check that which one has more contribute in the inadequacy of the organisation that create redundant stress and overload of the work on employees.

**Work-Life Balance:** It is defined that it is mutual relationship of work and family responsibilities. This inconsistency between job life and family life creates psychological ineffectiveness of the employees. Valcouver and Batt [6] recommend that management who heave the significance of the work-life policies should told everyone of the importance of the work-life balance. Turnover is considered an important issue of the organisations [7]. To reduce turnover rate, it should be employee friendly policies in the organisations [8]. There is no significant relationship between work-life balance with turnover rate.

Work-life programs are much contributing to reduce the conflicts of work and family duties [9]. Many organisations are trying to make different strategies that will helpful for them to reduce the turnover rate [10]. Thaden [11] said that high turnover rate will lead to the interruption in the continuity of care and also damages the ability of the worker to attain vital functions of management. Most of the newly organisations are more focused on this issue so that they can make a quality reputation in the world’s market [12]. Many organisations are trying to reduce the conflicts of work and family by combining the work-life policies with the practices of human resource management together with work redesign and commitment improves incentives [13]. It is a significant strategy for business in work-life situation to minimize the turnover rate and enhances the performance of the organisation [14].

The purpose of different work arrangements is to resolve the inter-role conflicts in the organisation and it is also considered that these flexible arrangements are incentive for the workers, especially for those who face the competitive problems [15]. By enhancing the work-life balance, management can reduce the stress level of the employees which lead to the incremental performance of the organisation. Try to execute those modifications in the organisation which fulfill the necessary needs and requirements of the employees, that are helpful to decrease the ratio level of turnover of the organisation [16]. A researcher said that higher stress will lead to the increase in the imbalance of the work and family life of the employee.

According to the literature of the work-life balance, an hypothesis is generated.

**H:** There is a correlation between turnover rate and work-life balance about the marketing firms in Pakistan.

**Stress:** It is the pressure or tension exerted on the material object. It is also called change in human mentality that requires physical, mental and emotional response. Kavanagh [17] defined that stress is the unclear reaction of human body or mentality to a specific experience. According to English literature, it is pressure or anguish which is generated due to some complex conditions. Stress is the situation of the employee in which he/she is not able to work properly and it lead to the psychological reactions. Many research studies has been conducted in different professions to get the information about stress level in different situations. Stress become go high due to the schedule and the work descriptions but a researcher believes that it can be avoided.

According to Leontaridi and Ward [1] stress has negative impacts on the employee and the organisations both. Ahuja, Chudoba, Kacmar, McKnight, and George [18] suggests that work overload has a great impact on the mental ability of the employee which later causes a number of mental diseases. There are three measures of general stress named general, emotional and social stress with their outcome [19]. Conflicts between the desired results of the management and the customer creates stress and Yasbek [12] identifies that minimization in stress would lead to the enhancement in the productivity of the organisation.

Côté and Morgan [15] said that stress is the unlikable behaviour of the employee and it has a forced to increase the turnover rate of the employee. Increasing number of turnover of employees would be due to dissatisfaction and will lead to low job commitment. It is studied that tensions about work of the job and life of family has a
great impact on the mentality of employee which lead to the dissatisfaction and obviously turnover rate. It has been found that mentally dissatisfaction are increases the turnover rate but satisfaction with the work environment decreases the turnover [20].

H$_2$: There is correlation between stress and turnover rate of the marketers in Pakistan.

**Turnover:** It is the rate or the percentage of the employees whose go to left the organisation and the organisation replaced that employees with new ones. Manger and Eikeland [21] describes that most of the research about job turnover has forced to find out the relationship of the “will” to the organisation and the actual leaving of the organisation. Higher the harmonization, the impact of the willing to leave the organisation and satisfaction will be higher. Turnover is also defines as it is basically the disjointing of the employee from the company or the organisation.

A researcher said that it the performance of the employees continuously dissatisfied, they will give the result of leaving or dismissing the organisation. It is also check out that most of the interpersonal relations directly influence the the emotional reactions to their workplace and lead to the willingness to leave the organisation [22]. It is very important issue of the management to take a good control over the turnover rate of the employees. Specifically, fixed labour soul prevailing the turnover of the employees. It is very necessary to give much importance to the job commitment that shows the process of turnover.

According to the Ingersoll [24] it is important to discuss turnover importance because it has a relationship with the organisational performance. Normal level of turnover of the employees is valuable for the development and the growth of the organisation Ward [1]. Ahuja, M., Chudoba, Kacmar, McKnight, and George [18] describes that willingness to leave the organisation is not always lead to the turnover because there are some other factors that intemrediate this relation. Some other behavioural actions are involve in reduction of job involvement, low satisfaction, absenteeism and turnover [25]. Variations are occurred due the change in the time so that turnover issue would become the major research are of the future.

**Theoretical Framework:**

**Research Methodology:** There are 200 questionnaires that I filled from the marketers of overall Pakistan.

**Questionnaires:** There are 3 parts of the questionnaire that contained 20 questions. I used the nominal and ordinal scale for the measurement of the variables. Work-life balance and turnover rate is measured by the scale created by Pare, Tremblay and Lalonde 2001. Job stress is measured by the scale created by Sosik and Gadshalk (2000). Demographics questions were also asked like age, residence, education, experience and gender.

**Sampling:** The basic method of predicting about the population is the use of sampling due to which we can easily find out results about population without any trouble. My target population is consists of all the marketers of Pakistan. 200 questionnaires were sent to the respondents and all are filled by the exact marketer.

**Data Analysis and Findings:** The data, that I am collected from the marketers of the Pakistan, was tested by the SPSS. The results showing the SPSS are given below:

**Reliability Analysis**

**Interpretation:** Cronbach’s Alpha should be > .500

All the three variables shows the cronbach’s alpha greater than .500 so my data is reliable for the study.

**Descriptive Statistics**

**Interpretation:** The discrptive results show that mostly respondents are male with the age between 31-40 and are the post graduates with the profession of marketing the products or services.

**Correlation Analysis**

**Interpretation:** It is found that independent variable (work-life balance) has a significant and strong relationship with the turnover rate.

**Table 1:** Reliability Analysis

<table>
<thead>
<tr>
<th>No.</th>
<th>Variables</th>
<th>Items</th>
<th>Cronbach’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Work-life Balance</td>
<td>5</td>
<td>.878</td>
</tr>
<tr>
<td>2.</td>
<td>Stress</td>
<td>5</td>
<td>.889</td>
</tr>
<tr>
<td>3.</td>
<td>Turnover Rate</td>
<td>5</td>
<td>.856</td>
</tr>
</tbody>
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Table 2: Descriptive Statistics

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
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<td>1.00</td>
<td>2.00</td>
<td>1.7100</td>
<td>.45490</td>
</tr>
<tr>
<td>Age</td>
<td>200</td>
<td>1.00</td>
<td>6.00</td>
<td>3.1150</td>
<td>1.20375</td>
</tr>
<tr>
<td>Education</td>
<td>200</td>
<td>1.00</td>
<td>5.00</td>
<td>3.1050</td>
<td>1.04856</td>
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<tr>
<td>Profession</td>
<td>200</td>
<td>1.00</td>
<td>5.00</td>
<td>4.2350</td>
<td>1.00740</td>
</tr>
</tbody>
</table>
| Valid N (list wise) | 200\n
Table 3: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Independent</th>
<th>Independent_2</th>
<th>Dependent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent</td>
<td>Pearson</td>
<td>.416**</td>
<td>.979**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>1</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>independent_2</td>
<td>Pearson</td>
<td>.416**</td>
<td>.396**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.416**</td>
<td>1</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
<tr>
<td>Dependent</td>
<td>Pearson</td>
<td>.979**</td>
<td>.396**</td>
</tr>
<tr>
<td>Pearson Correlation</td>
<td>.979**</td>
<td>.396**</td>
<td>1</td>
</tr>
<tr>
<td>N</td>
<td>200</td>
<td>200</td>
<td>200</td>
</tr>
</tbody>
</table>

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

Regression results:

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.979</td>
<td>.958</td>
<td>.958</td>
<td>.08064</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), independent_2, independent

A positive relationship with turnover rate of the employee ($r = .979**$). Stress factor has a positive and significant relationship with turnover rate but not very strong ($r = .394**$). Correlation results shows that both the hypotheses are accepted.

H$_1$: There is a correlation between turnover rate and work-life balance about the marketing firms in Pakistan. (Accepted)

H$_2$: There is the relationship between stress and turnover rate of the marketers in Pakistan. (Accepted)

Regression Analysis: It the method which is used to find out the variability of one variable from another variable. I used this method to seek out the variation in turnover rate due to work-life balance and stress. The results that I found from the test on collected data are given below:

Its R Square is .958 which shows that 95.8% variation at the marketers of the Pakistan justified by the use of only two variables that is stress and work-life balance.

DISCUSSION

This aim of this research is only to find out the relationship of work-life balance and stress with the turnover rate of the employees. My study results and finding shows the real relationship of these variables on the basis of detailed literature review. There is not any exactly accurate solution of this problem i.e. relationship of work-life balance and stress with the turnover rate of employees, but different procedures, rehearse and approaches will be needed to optimize the work-life balance that is under my study this time. The firms and organisations should follow those approaches that are helpful to diminish the conflicts of work and life of the employee because this is lead to the turnover of the employee. The differences in the cultures of the countries or the nations have come across rudely. Due to this reason, all the planings and approaches that organisations are used are different from organisation to organisation. There is not any significant relationship between excess of work in job and the work-life balance with turnover rate of the employee.

Anyhow, according to the results of our tables and correlation and regression analysis shows that the marketers of the Pakistan are very much willing to maintain this work-life balance. The population did not want to terminate their schedules and time tables of their work and also did not want any interruption in their family life because this leads to the turnover rate of the employee. Deficiency of attentiveness and insufficiency of commitment and satisfaction with their jobs will lead to any employee to their very low involvement in their working tasks which results as turnover in the long run.
If built-in chances are provided to the every employee of the organisation with himself and his work at their workplace, there will be very much decrease in the turnover rate of the employees.

The retaining of the potential marketers of the Pakistan at their job is not very simple because if they are free from any stress about their job or tasks then they did not feel any satisfaction with the organisational environment, with their job tasks, then they would find out other employees satisfied and then automatically affect the culture of the organisation. Due to much hard job tasks and deserve very much effort are lead the marketers of Pakistan to the stressfull and depression in job. Marketers are doing much struggle to remain in competition in the marketing area because it is a large and rough area of business. For the continuation in their work, progress ana competition creates pressure on mentality of the employees and made them the stressfull. If these employee cannot got the target sales or other tasks, most of them are saddened and dissatisfied. Due to this situation, mostly are stressed from their job and their willingness to leave the job become so high.

Suggestions and Implications: This research is conduct that give us the understanding evidences that proved the relationship of work-life balance and stress with the turnover rate of the employee. But there is some limitations that I used for some ease in conducting the accurate research. Its not very essential that only these two variables are caused the turnover of the employee from the organisation. Another study can also be conduct that shows the relationship of turnover with some other variables or factors. I want to give some suggestions for the board of Governers and the top Management that they should have sensitive thinking about this issue and try to gave them the achievable targets that they can meet. I also suggest the marketers that make a proper schedule about their work and family timing follow that. Time management is very necessary for the balance of your job and work that will cause you to led a happy life.

Moreover, other researchers should conduct on the importance of the turnover because continuity in any research is very much important to check the accurate relationship of work-life-balance and stress with the turnover.

REFERENCES


