Work-Family Conflicts: A Case of Employees' Turnover Intention

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Abstract—The research study inquired the work-family conflicts in relationship with turnover intention. It is found that work-family conflicts exist and posses positive relationship towards turnover intention. The research study was examined with the help of purposive random sampling and time tested research questionnaire were followed. Total number of 310 research questionnaire distribution out of them 200 respondents recorded their responses with response rate 64.145 %. Work to family conflict impact towards turnover intention recorded 0.251 and family to work conflict on turnover intention found 0.290.Correlation between work to family conflict and turnover intentions found0.429** and family to work conflicts with turnover intention found 0.570**. ANOVA model found satisfactory and R Square found 36 % the variation in turnover intention causes by work to family conflict. R square found 45% the variation in turnover intention causes by family to work conflict. Work-family conflicts influence employees' turnover intention in both banking and pharmaceutical organization. Therefore these organizations need to develop compatible human resource practices to manage dual career responsibilities of both genders and all designations of the workforce.

Index Terms—Work-family conflicts, work, family to work conflict, turnover intention.

I. INTRODUCTION

The study examined work-family conflicts and their impact on the employees' turnover intention. Work-family conflicts score positive impact on turnover intention for gender, marital status and designation. Human resource is playing an important role for the development of intellectual capital in organizations. The number of dual career responsibilities has been increase in the recent times [3]. The increasing workforce diversities found new dimensions at workplace therefore it is necessary for human resource professionals to understand work-family relationships and their impact. The unrepresentative phenomenon presents an urge to investigate the major gaps for work-family conflicts and their impact [14]. This grape that work and family requirements interfere with each other that bring undesirable results on employees' turnover intention [5]. Therefore such kind of situations require great deal of time, energy and involvement to manage work-family roles otherwise ignoring creates negative impact on job satisfaction and employee well being [31].

A. Problem Statement

Work-family conflicts have received a significant amount of attention from academics and researchers because these are affecting workplace and home place activities [21]. Therefore it is proposed to investigate the existence of work-family conflicts and their impact on the turnover intention in general and on demographics in organizations. Work-family conflicts in organizations are problematic for both employees' and organizations. It disturbs the employees' involvements at work place and creates problems at the family spheres for the workforce.

B. Objectives of Research

1) To investigate the relationship of work to family conflicts and turnover intention in banking and pharmaceutical organizations
2) To investigate the relationship of family to work conflicts and turnover intention in banking and pharmaceutical organizations
3) To investigate work-family conflicts for demographics that include gender, marital status and designation in banking and pharmaceutical organizations

C. Significance of Study:

This study is significant to identify work-family conflicts in relation with turnover intentions. It is useful to examine the actual position of work and family related responsibilities and their impact on turnover over intention. The research study contributes to understand the level of impact of work-family conflicts on turnover intention for demographic. It is important to contribute for the development of a balance working environment to manage dual career responsibilities in both types' organizations with the help of recommendation for policy matters. Therefore the study provides important initiatives for the implication of balance work-family working system for mutual aims and success.

II. LITERATURE REVIEW

A. Work to Family Conflicts

Work to family conflict is a type of resistance of role pressure that arises from work place and affects the family sphere and found mutually incompatible. People spend more time on important tasks and less on unimportant tasks that increases work-family conflicts [26]. Work family conflicts has been extensively studied and found positive influencer towards employees' job burnout [24], [25]. Work to life conflict arises due to the result of having too many things to do and too little time to perform a particular task [14]. Work-family conflicts positively influence employees' turnover intention and job dissatisfaction. These conflicts positively influence withdrawal behavior likes in form of

family interruption, late arrival to workplace, and absenteeism [30]. Work to family conflict creates negative outcomes like low commitment, less job satisfaction, absenteeism, sluggishness, intention to quit and less family satisfaction [2], [18]. Work to family and family to work conflicts is positively related to each other. Work-family conflicts influence employees' dissatisfaction of job and turnover intention [30]. The motivation to quit from the organization is positively related with work-family conflicts [18]. Work family conflicts solution need to introduce work-life balance that is described as a self perceived and satisfactory integration of time, family care responsibilities fulfillment and work related responsibilities fulfillment [6]. Therefore a balance work environments strongly suggested to for balance between work and family needs [7].

B. Family to Work Conflict

Family to work conflict is an inter role conflict where the involvement of individual in the family role make it hard to participate in the work role [22]. The increasing dual career responsibilities make it difficult for an individual to maintain a balance between family and work responsibilities like fulfilling family commitments, and meeting the criteria's of work place [25], [24]. Family to work conflict has negative impact on job satisfaction, job performance, and leisure satisfaction [1]. Work-family conflicts arise in a situation in which demands from both work and non work related responsibilities and roles remain incompatible [27]. Work-family conflicts are bidirectional in which employment demands interfere with family demands or responsibilities for example family care responsibilities interference with work related responsibilities that create some unwanted results like stress, poor health, work related conflicts, absenteeism and turnover [33]. As a result these interferences influence turnover intention [19].

C. Turn over Intention

Turnover intention is the volunteer intention of employees to have intent to leave the organization [8]. It is the willingness of employees to develop their intentions to leave the working position of the working organization [28]. The employees' turnover intention ultimately cause the actual turnover that influence organizational costs in terms of recruitment, selection and training [17]. Employees' turnover intention is one of the most important topic that needs due considerations for workplace [9]. It is very important to minimize the turnover intention of the skilled employees for their of longer time periods. Turnover intention found expensive with the passage of time shapes actual to turnover that declines the productivity and outcomes. Therefore the employees' retention strategy through balance work and life approach is worthy for organization [15].

D. Work-family Conflicts and Marital Status

Work-family conflict recorded negative impact on the employees' health and their level of performance. Married individuals examined and proved imbalances between job responsibilities associated and job satisfaction, and ultimately intention to leave [31]. Work-family conflicts positively correlated with turnover intention and lower work satisfaction for both married and unmarried workforce [3]. Work-family conflicts are bidirectional that decrease the employees' satisfaction and commitment [19]. A study found that work to family conflict interferes with family related responsibilities. In response it affects family relate tasks that influence marital satisfaction and job satisfactions [6]. Therefore work-family conflicts not only create problems for work life but affect personal life [4].

E. Work-family Conflicts and Designation

Employees' at both managers and non managers' level positions are facing work life imbalance problems. It exists for them in the form of work overload, schedule dissatisfaction and job pressures. The interference in such form develops by their dual career responsibilities [26]. Managers examined and found a significant relationship between work-family conflicts. Work-family conflicts create negative impact on the occupation of the employees [34]. The employees' at the managerial positions are facing work-family conflicts. A study that comprise of 135 respondents documented significant relationship between family stress and marital satisfaction. It is proved that work-family conflicts influence by the number of hour's employees performs per week and number of children to care. Such kind of situation makes it difficult for the employees' to manage dual career responsibilities in an effective manner [15].

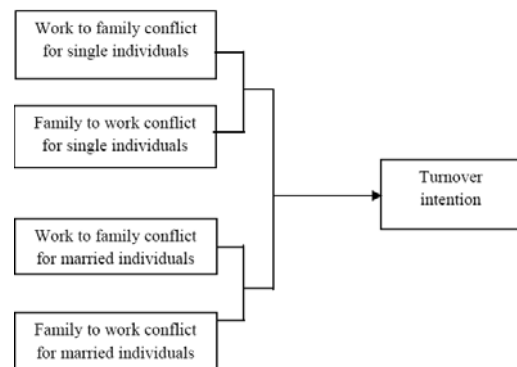## III. THEORETICAL FRAMEWORK

A. Theoretical Frame Work
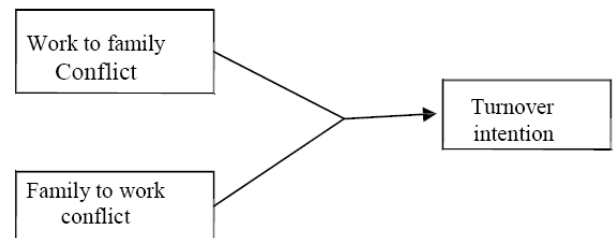
1) Hypothesis study development

H1: Work to family conflict positively correlate to employees' turnover intention

H2: Family to work conflict positively correlate to employees' turnover intention

B. Theoretical Framework

C. Hypothesis Study Development

H3: Work-family conflicts for single individuals score positive impact on turnover intention

H4: Work-family conflicts for married individuals score positive impact on turnover intention

H5: Work-family conflicts for managers' score positive impact on turnover intention

H6: Work-family conflicts for non managers' score positive impact on turnover intention

IV. RESEARCH METHODOLOGY

The research is carried out in the banking and Pharmaceutical organizations of the Peshawar region. Times tested questionnaire were used. Two sampling techniques used in this study first stratified random sampling technique that comprise of two strata's for managers and non managers and then purposive convenient non random sampling technique used in these strata's. Total number of 310 research questionnaire were distributed out of them 200 respondents recorded their responses with response rate 64.145%. Stratified random sampling used to group the employees' in to two strata's of managers and non managers and out of these strata's researcher selected the respondents on the basis of purposive convenient sampling technique. 100 respondents' were taken from each type of organization. The SPSS version 16 used for empirical results include Person correlation, regression and ANOVA.

A. Data Collection Tools

All the research questionnaires were randomly distributed the respondents were answered for difficulties during data collection procedure. Time tested research questionnaire include research questionnaire of Niemeyer et al., (1996), used for independent variable work to family conflict based on 5 items. Niemeyer et al., (1996) used for independent variable family to work conflict based on 5 items. Niemeyer et al., (2005) and Huuse and Rizzo (1972) used for dependent variable turnover intention based on 4 items. 5 likerat scale used for measurement the responses where 1 for strongly disagree, 2 for disagree, 3 neither disagree nor agree, 4 agree and 5 strongly agree.

V. EMPIRICAL RESULTS

The empirical examined the responses it consists on descriptive statistics, independent t-test, F-test, R square for work to family conflict and family to work conflict and their impact on turnover intention. The same phenomenon investigated for gender, marital status, managers and non managers in pharmaceutical and banking organizations.

Table I represents demographics in form of marital status. The marital status is found that single respondents recorded their participation 75 individuals with 37.5 percent and married respondents are 125 with 62.5 percent. The next part of the data represents the data in form of designations that comprise of manager and non

manager employees. The managers recorded 53 respondents with 26.5 percent of the total sample size and non manager respondents are 147 respondents with 73.50 percent.

TABLE I: DESCRIPTIVE STATISTICS OF GENDER AND MARITAL STATUS

Gender			Marital Status		
Categories	Freq	%	Categories	Freq	%
1. Single	75	37.50	1. Manager	53	26.5
2 Married	125	62.50	3. Non-manager	147	73.5
Total	200	100.0	Total	200	100

Table II represents all employees in banks and pharmaceutical organizations. The employees working in banks documented their responses with 100 respondents counted 50 percent. The employees in pharmaceutical marketing departments recorded their contribution with of 100 respondents that count 50 percent.

TABLE II: BANKS AND PHARMACEUTICAL ORGANIZATIONS

Categories	Frequency	%
1. Banks	100	50.00
2. Pharmaceutical Organizations	100	50.00
Total	200	100.0

Table III represents Pearson correlation between work-conflicts and turnover intention it is found that work-family conflicts are positively correlated to turnover intention in both banking and pharmaceutical organizations. The correlation between work to family conflict and turnover intention found positive significant with value of 0.429**. The empirical results supported H1: Work to family conflict positively correlate with employees' turnover intention. The correlation between family to work conflict and turnover intention found positive significant with value of 0.570**. The empirical results supported H2: Family to work conflict positively correlate with employees' turnover intention.

TABLE III: PEARSON CORRELATION MATRIX

Variables	1	2	3
1. Work to family conflict	1	0.475**	0.429**
2. Family to work conflict		1	0.570**
3. Turnover intention			1

Table IV represents single and married respondents' work-family conflicts on turnover intention. The results disclosed the facts of work to family conflict for bankers (*B = 0.448, t-value 3.499 p value = 0.000*). It documented that one unit change in work to family conflict create unite 0.448 positive impact on employees' turnover intention and the value of t-test found significant. Family to work conflict found (*B = 0.646, t-value = 5.008, p value =.001*). One unit of family to work conflict creates positive change of 0.646 units in employees' turnover intention. Work to family conflict for

pharmaceutical employees recorded that ($B = 0.519$, *t-test value is 2.195 and p value = 0.037*). Family to work conflict recorded ($B = 0.576$, *t-test value = 3.412 p value = 0.001*). One unit change in family to work conflict brings positive 0.576 unit change in the pharmaceutical. The above all stated results supported the hypotheses H3:

Work-family conflicts for single individuals score positive impact on turnover intention in banking and pharmaceutical organizations. Married respondents work-family conflicts found in the banking side the results are ($B = 0.441$, *t-test = 4.515, p value = .000*).

TABLE IV: MARITAL STATUS AND DESIGNATION T-TEST, R² AND F-TEST IN BOTH TYPES OF ORGANIZATIONS						
Demographic Banks Pharmaceutical Both	Banks			Pharmaceutical		
Marital status: Single Individuals	β	t-test.	Sig	β	t-test	Sig
WFC	.448	3.49	.000	.519	2.19	.037
FWC	.646	5.00	.001	.576	3.41	.001
R² 0.725						
ΔR² 0.716						
F 85.478						
N 78.000						
Demographic Banks Pharmaceutical Both	Banks			Pharmaceutical		
Married Individuals	β	t-test	Sig	β	t-test	Sig
WFC	441	4.51	.000	.464	3.51	.001
FWC	.297	2.81	.007	.586	3.48	.001
R² 0.321						
ΔR² 0.309						
F 54.550						

N 122						
Designation Manager	Banks			Pharmaceutical		
	B	t-test	Sig	B	t-test	Sig
WFC	.389	2.12	.064	.465	1.77	.090
FWC	.678	4.65	.000	.201	.689	.498
R² 0.229						
ΔR² 0.198						
F 74.08						
N 53						
Non manager	Banks			Pharmaceutical		
	B	t-test	Sig	B	t-test	Sig
WFC	681	7.25	.000	.448	3.49	.001
FWC	.643	7.64	.000	.646	5.00	.000
R² 0. 394						
ΔR² 0. 386						
F 56.66						
N 147						

Dependent variable: Turnover intention
**. *P value* < 0.01 level *. *P value* < 0.05 level,
Source: Field data

Work to family conflict creates positive impact on turnover intention with unit of 0.441 and with significant t-test. Family to work conflict for same category respondents in banking side recorded ($B = 0.297$, *t-test = 2.810 and p value = 0.007*) these results proved that employees' are facing family to work conflict with positive unit impact of 0.297 unit in turnover intention. The married respondents from the pharmaceutical side provided their responses for work to family conflict and found ($B = 0.464$, *t-test 3.511 p value = 0.000*). One unit creates positive impact in employee' turnover intention with unit of 0.464 with significant value of 0.000. Family to work conflict recorded the results ($B= 0.586$, *t-test = 3.482, p value = 0.001*). Family to work conflict creates positive impact on the employees' turnover intention. The above results for married respondents confirmed the hypothesis H4: Work-family conflicts for married

respondents score positive impact on turnover intention in both banking and pharmaceutical organizations. Work-family conflicts and turnover intention in test = 2.128, p value = 0.064. One unit work to family conflict creates positive impact on employees' turnover intention for manager with unit 0.389 with significant t-value. Family to work conflict recorded ($B = 0.678$, *t-test = 4.658, p value= 0.000*). Pharmaceutical managers' work to family conflict is ($B = 0.465$, *t-test = 1.772, p value = 0.090*). It documented the existence of work to family conflict with unit impact 0.465 with significant t-test value. Family to work conflict recorded for managers in the pharmaceutical organizations ($B = 0.201$, *t = 0.689, p value =0.498*). It found with unit impact 0.689 but t-test value found insignificant. The R square found 0.229 that means that 22.9 percent variation is causing in turnover intention from work-family conflicts for managers. The stated hypotheses confirmed on the basis of the above

results the hypotheses H5: Work-family conflicts for managers score positive on turnover intention. The last category of table IV represents non manager staff in both banking and pharmaceutical organizations. Banks and pharmaceutical employees'. Work to family conflict for managers found (*B = 0.389*, t- Work to family conflict in the banks found (*B =0.681, t-test = 7.256 p value =0.000*). It stated one unit change of work to family conflict creates positive impact of unit 0.681 in turnover intention with significant value of t-test. Family to work conflict results found (*B = 0.643, t-test 7.342, p value =0.000*). The results documented the existence of family to work conflict with impacting value of 0.643 with significant value of t-test. The pharmaceutical employees responded that work to family conflict (*B = 0.448, t-test = 3.499, p value = 0.001*). It proved that pharmaceutical non manager employees' work to family conflict create impact on the turnover intention with value of 0.448 with significant t-test. Family to work conflict found results are (*B = 0.646, t-test 5.008, p value = 0.000*) in the pharmaceutical organizations with impact of 0.646 on turnover intention with significant t-test. The R square value for non managers found 0.394 mean 39.4 percent variability in the turnover intention is causing from work-family conflicts for non managers. Empirical results proved the stated the hypothesis study H6: Work-family conflicts score positive impact on turnover intention. Workforce in both types of organizations faces work-family conflicts and produce impact on turnover intention. As a result employees' are developing the intention to leave their working positions and search for other options due to the mismatch between work place requirements and home place requirements.

VI.   DISCUSSION AND RECOMMENDATION

A. Work-family Conflicts and Turnover Intention

The study investigated work to family conflict and family to work conflict and their impact on turnover intention. It is proved that work-family conflicts positively correlate with employees' turnover intention.

B. Work-family Conflicts and Demographics

1)   Work-family conflicts and marital status

Single respondents' work-family conflicts examined and confirmed positive impact creators on the employees' turnover intention. The results disclosed that single workers are facing more problems in family to work conflict than work to family conflict in both types of organizations. It confirmed work- family conflicts create difficulties in professional roles found compatible with [31], [13]. Work- family conflicts for married respondents proved to have significant positive impact on turnover intention in both banking and pharmaceutical organizations. Work to family conflict for married respondents found with higher impact on turnover intention that means this category of employees are more to devoted to their work place responsibilities to make the dreams come true of their families. The involvement more at their workplace creates problems to more time

create work to family conflicts that impact turnover intention confirmed the findings of [4]

2)   Work-family conflicts and designation

It is found that the both managers and non managers are facing work-family conflicts with positive impact on turnover intention in the banking and pharmaceutical organizations. The managers' responses for work-family conflicts that they are facing more problems in form of work to family conflict to ensure their presence with high commitments at work place. The findings found compatible with the previous studies of work/family stress create negative impact on the occupational involvement of the employees [27], [16], [12]. These findings for non managers confirmed the findings of the researchers [27], [12]. It creates problems for employees at the work place to perform for working goals properly. These problems arise in the form of weak working position, absenteeism, and lack of interests that contribute to develop deliberate intention to quit from these working organizations and search for the better working place.

C. Conclusion

It is concluded that work to family and family to Work conflicts positively and significantly correlated to turnover intention. Work-family conflicts empirically tested with turnover intention for demographic that include gender, marital status and designation in these all categories work-family conflicts are found in positive impact on the turnover intention. The findings are empirically tested in banking and pharmaceutical organizations. Therefore work-family conflicts create problems for the workforce that positively influences their intention to leave.

D. Implication and Future Research

The research proved and successfully addressed the proposed hypothesis study and confirmed for work-family conflicts impact on turnover intention. It is imperative for banking and pharmaceutical organizations to retain knowledgeable and competent human resource for increasing strength. The employees' turnover intention arises due to role between dual careers. The number of employees' positive intention to leave create problems form of weakening internal human resource strength, adjustment problems, chances of weak operation system due to new recruitments. Similarly time required for new employees to adjust in the new working environment and develop social bonds with organization and people. Hence all the importance of this situation it strongly recommended to implement a balance working life system that the employees' found a balance working system to better cope up with work related issues and family related requirements.

For future it is desired to carry out a research study in other types of organizations to explore the phenomenon in more cross sectional areas like in private educational, hospitals, and manufacturing sectors in this region and outside of this region. These types of study provide more in depth investigation and generalized findings.

E. Recommendation

1)   Flexible work schedule programs

It recommended for the banking institutions that face work-family conflicts to introduce flexible work schedule programs. As the study is carried in two types of working organizations bankers are suffering due heavy work hours

system, but the pharmaceutical marketing or product promoting employees are comparatively working under flexible working hours system. Research proved that flexible working schedule programs bring positive impact on workforce in form of their retention, commitment, ease of work, satisfaction and performance [7].

2) Work place support

Workplace support is in the form of cooperation with employees who face work burden, family issues and both. It is proved that workplace support is one of the major contributors for the solution of work- family conflicts at workplace. The coordination based employment at workplace helps in playing a balance role for work and family [11]. Workplace support help the organization coping with work imbalance issues it is possible through family friendly policies, supervisory supportive practices and the existence of family oriented benefits or outcomes. The studies proved supportive work environment has a significant impact on workplace [10].

3) Family oriented benefits

Family oriented benefits contribute as a motivational aspect among employees'. The employees who are suffering due to heavy workload, busy work schedules and interfering family related demands. Family oriented benefits include:

. Family related remuneration
. Work off opportunities for individuals to spend appropriate time with family
. Maternity leave for female
. Child care programs
. Financial and non financial rewards for employees who are fully devoted to their work
. Workplace support
. Employees recreational programs
. Training to cope up in tough working schedules

Work-family conflicts solution programs these benefits are working effectively to manage work and family related responsibilities. [11], [9]. Work-family conflicts solution programs have strong impact on the employees' morals, reduced absenteeism, raise organizational knowledge, for betterments [7].

4) Initiatives to develop balance between work and family demands

The initiative for balancing work and family demands overcome work-family conflicts. The employees devote full capacity at workplace and they will be able to show their presence at home place. It is important for the organization to consider those programs that support balance between work and family related demand to overcome the difficulties at work and home place [27], [11], and [31].

5) Developing awareness about balance work- family work setups and its impact

As the workforce are facing imbalance between work and family roles it needs to be minimized. Work-family balance awareness programs must be developed. These kinds of initiatives assist manageable work-family setups for remedial measures. The organizations need to be aware about the working problems to solve them and get promoted for their desired aims. [32].

F. Limitations of Study

The limitations of the study clarify the areas that affect the end results. The first limitation of the study is lack of generalization. It requires a wider sample size of the banking and pharmaceutical organizations to explore the impact of work-family conflicts and its application to general population. Second it needs to add further work related variables like organization support, working condition, working relationship, job characteristics, role ambiguity. Family related variables like family support, family size and role conflict for better results to understand impact on turnover intention. Third the time frame is another limitation in this study we need to extend the time frame to collect more cross sectional data from different sector and investigate in depth this phenomenon.

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