

HOW WORK-FAMILY CONFLICT AND FAMILY WORK CONFLICT AFFECTS WORK-LIFE BALANCE LEADING TO JOB TURNOVER INTENTIONS: A STUDY WITH SPECIAL REFERENCE TO WOMEN ACADEMICIANS

Neha Agrawal¹, Shahid Amin²

¹Research Scholar, ITM University, Gwalior, MP

²Associate Professor, ITM University, Gwalior, MP

Abstract:

Job Turnover is a serious problem that every organization faces. Few organizations have the nightmare as well that, why the people especially women are leaving their organization? Is there any problem with the policies of the organization or some personal problems of the employee? This paper tries to find the answers to similar questions. Every organization needs to know about these factors and their relation. This paper is an attempt to find the relationship between work-life balance and Job Turnover intentions affected by the work- Family Conflict and Family- Work Conflict. Simple Linear Regression has been used to find the relationship between the variables. This study will be useful to every organization why the employees especially women are leaving their organization which will help them to form policies for the organization. Women could understand the importance of Work-Life Balance in their life. This paper gives various insights relating to this issue. i.e., Work-life balance and Job turnover intention.

Keywords: Work-Life Balance, Work-Family Conflict, Family-Work Conflict, Job Turnover Intentions, Women academicians

1. INTRODUCTION

Work Life Balance is an approach where a person tries to balance their professional and personal life. In Modern India, Many Women are becoming financially Independent and multitasker inviting more stress to their life. They look various life happenings simultaneously like business travel, career, Home, Health, Family, House hold chores etc. This Increases the Importance of Work Life Balance. In India, Women are Generally Key element of every Indian Family. Families are of two types - nuclear and joint. More the members in the family, more the conflict will be due to different perception about the same situation. Women has always been expected to be ideal. One who acts like a thread and combines every member like a pearl to maintain the peace in the family. They are the care takers of the family.

If in case they are made to choose one between personal and professional life, most of the women often chooses personal life leaving their job or business. Women must learn to strike a healthy work-life balance. There are two types of People-book smart and street Smart. Women are no exception. Book Smart People learns through the traditional Route of Learning also known as classical Learning which is explained by Ivon Pavlov. Street Smart People learn through Cognitive learning where people learn through active and constructive thought processes. This concept has been explained by B.F.Skinner under theory of learning. There is another kind of learning namely Operant Learning which could be done by both the type of People i.e. Book smart and Street Smart. This is a learning where response happens before stimulus. iEduNote.com (2019). If the work life balance is not handled in a proper way, then this leads to Job turnover intention which is not at all good for any organization. This Paper is an attempt to find how many

women are experiencing this work family conflict or family work conflict which is ultimately leading to job turnover intentions. It will also give an insight to the organizations, Women and every person who needs to know why they doing the way they are doing.

2. LITERATURE REVIEW



Fig1 Conceptual Model

Concept Building

Work Life Balance- According to Bayram (2020) Work life Balance can be defined as “work-life balance involves looking at how working people manage time spent at and outside of work. Time outside of work may include managing relationships, family responsibilities, and other outside interests and hobbies. Work-family balance is defined as when an employee has equal or same level of commitment and Satisfaction in both the aspects of life. i.e., work and Family. (Kossek 2017, Greenhaus, Collins, & Shaw, 2003; Marks & MacDermid, 1996). .” Work Family Balance leads to Work Life Balance.

Conflict- “Conflict arises whenever individuals have different values, opinions, needs, interests and are unable to find a middle way.” (*Understanding Conflict - Meaning and Phases of Conflict*. 2021). Work Life balance and Conflict overlap each other. Conflict in Life arises due to primary two reasons. When Work demands interfere with Family Life. When Family life interferes with work demands.

Work-Family Conflict- Conflict between work and family occurs when schedules clash. An article that appeared on Study.com claims that work-family conflicts arise when there is an unhealthy balance that leads a person to prioritise their work obligations over their family's requirements or vice versa. Professional-family issues can also arise when someone's personal life starts to interfere with their work performance or when work-related issues start to impair someone's family life. According to statistics, 95% of working fathers and 90% of working mothers reportedly encounter some sort of work-family conflict. There may be a number of causes for work-family conflict. A few of these are shifting household structures in India, extended family caregiving responsibilities, career advancements, and shifting organisational needs including the necessity for multitasking workers. Work-family conflict is influenced by job kind, time commitment, involvement, role overload, and flexibility of the position. A. Ahmad (2008).

Family-Work Conflict- Family Work Conflict arises when Family Demands interfere at Work. According to Michalos 2014, Family Work Conflict occurs when the person cannot handle the pressure from both the domains i.e., Work and Family. Moreover, it occurs when both the

domains are incompatible to each other. As a result, it has been observed that participation or involvement in work becomes more difficult for women academicians, since they have invisible participation in family. Michalos 2014, Greenhaus & Beutell, (1985). Family Work Conflict depends upon various factors like Number of Children, Life Cycle Stage, Family Involvement and Child Care Arrangements Ahmad, A. (2008).

Job Turnover Intention- Turnover intention of employees can be defined as the likelihood of an employee to leave the current job he/she are doing. Every organization regardless of its location, size or nature of business (Ngamkroeckjoti; 2012) Turnover intention reasons could be many like improper working conditions, being Overload at work, Lack of Growth and Progression etc. (Martinelli, 2020). This Concept has been well explained by Herzberg 2 Factor Theory. This says, Poor Hygiene Factors decreases Employee job Satisfaction affecting Productivity increasing the Intention of Job Turnover. These Hygeine Factors include Companies Policies, Renumeration, Salary, Security, Supervision Work Conditions. This indeed increases the level of stress which the employee possess. Whereas Motivational Factors increases employee job Satisfaction. Such Factors include Achievement, Recognition, Advancement Growth. This releases dopamine which reduces stress level in the employee reducing the chances of Job Turnover.

Work-Family Conflict and Work-Life Balance- Conflict theory proposes that work and family domains are incompatible due to their different norms and responsibilities (Greenhaus & Beutell, 1985). By combining both theories, one could say that exposure to stressors in a given domain (e.g., work) may lead to irritability, fatigue, or preoccupation with those problems, thereby limiting one's ability to meet the demands of other domains of life (e.g., family), thus leading to work-family conflict.

There may be several Factors affecting work Family Conflict. Few of which are Work Demands or Overload, Low Job Security, Competition, Poor Working Condition, Unsupportive Superiors and Co- Workers.

Family Work Conflict and Work Life Balance- It occurs when Family Responsibilities cause degradation of Work Performance. Negative influence of Family in Work Environment. This Situation is caused mainly by three types. Time Based, Behaviour Based and Stress Based. Not finding Sufficient amount of time for family resulting in anxiety and frustration. Having Aggressive Personality or inappropriate behaviour leading to conflict. And Stress from the Family of having high expectations to be a good daughter in law, wife and mother.

Work-Life Balance and Job Turnover Intention- Work Life Balance Contributes to a Happy, Healthy and Successful Life. Countries Prioritizing Policies relating to Work Life Balance have a strong and positive impact as a whole. (Den Dulk 2011) Family Model plays a vital role while in minimizing Family Work Conflict. Humans are social creatures. Women are no exceptions. Expressing one's thoughts helps to relieve stress, improves mental peace.

Countries Unsustainable Policies, Low GDP, Increasing Inflation rates plays a heavy role in Job

Turnover intention. These problems puts heavy load on their Organizations due to which employees have to work hard which increases mental pressure of an employee leading to chaos.

Giving opportunities to employees like promoting them to stay in touch with society will certainly help employees to divert their mind from conflicting issues, will make their mind relax, improve employee's productivity accordingly decreasing job turnover intentions (Beauregard and Henry; 2009).

3. RESEARCH OBJECTIVES:

- To ascertain the relationship between Work Family Conflict and Work Life Balance
- To ascertain the relationship between Family Work Conflict and Work Life Balance
- To ascertain the relationship between Work Life Balance and Job Turnover Intentions

4. RESEARCH METHODOLOGY:

The Present Work has been done through well-structured Questionnaire which comprises of 5-point Likert scale where 1= Strongly Disagree and 5= Strongly Agree. This questionnaire involves Various Questions related to Factors like Age, Marital Status, Family Type, Current Designation, Reasons for Selecting College, Reasons for selecting teaching profession. Also, Questions has been taken to measure other factors as well like Family- Work Conflict and Work-Family Conflict scale has been taken from Netemeyer et al 1996, Work Life Balance scale has been taken from P. Brough et al 2009 2014 and Job Turnover Intention scale has been taken from E.G. Lambert et al 2001.

5. DATA COLLECTION AND ANALYSIS TOOLS :

For this study, data from 270 women academicians has been collected. A description research design has been done. Data has been collected using Convenience Sampling Method. Structured Questionnaire has been used. To test the reliability and relationship among variables, SPSS Version 20 has been used. Relationship has been checked using Simple Linear Regression.

6. DATA ANALYSIS:

In the study of 270 female academicians. The following will be the described research data expressed in the tabulation form. Under this, it has been observed that married women academicians belonging from age group of 25-3, has participated more in this study. Most of the women lived in the Nuclear Family. Most of the women academicians are Assistant Professor. They chose this profession due to Good Environment. Most of them chose the education profession for the service motive.

Demographic Profiles of the Investors			
Variables	Category	Frequency	%
Age	<25	100.11	21.3
	25-35	250.04	53.2
	36-45	191	19.1
	46-55	89.77	4.3
	>55	9.87	2.1
Marital Status	Married	259.91	55.3

	Unmarried	210	44.7
Family Type	Nuclear Family	310.2	66
	Joint Family	159.8	34
Current Designation	HOD	20	4.3
	Lecturer		
	Assistant Professor	50	10.6
	Associate Professor	160	34
	Professor	40	8.5
		20	4.3
Reasons for Selecting College	Good Environment	230	48.9
	Good Salary		
	Social status	30	6.4
	Good institutional relationship	40	8.5
	Good student cooperation	60	
	No other employment source		12.8
		59	10.6
	61	12.8	
Reasons for selecting teaching profession?	Service motive	300	63.8
	Family profession		
	Attractive salary	40	8.5
	Easy and less work	50	10.6
	More holidays		
	No other alternative job	30	6.4
		20	4.3
	30	6.4	

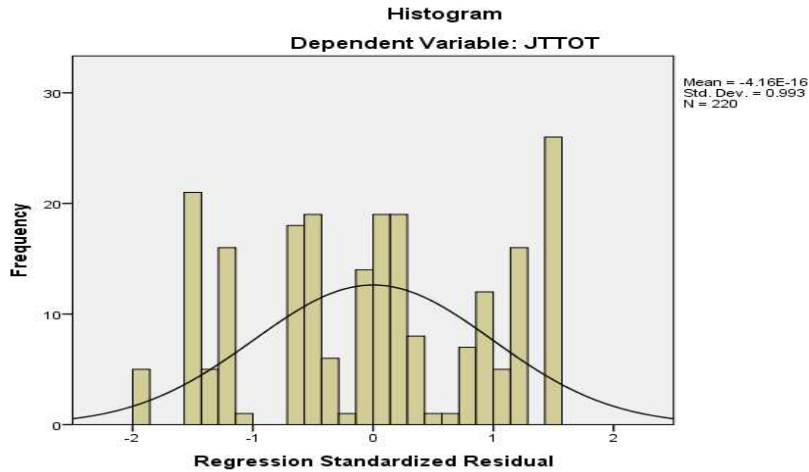
Table 1

Reliability Analysis :

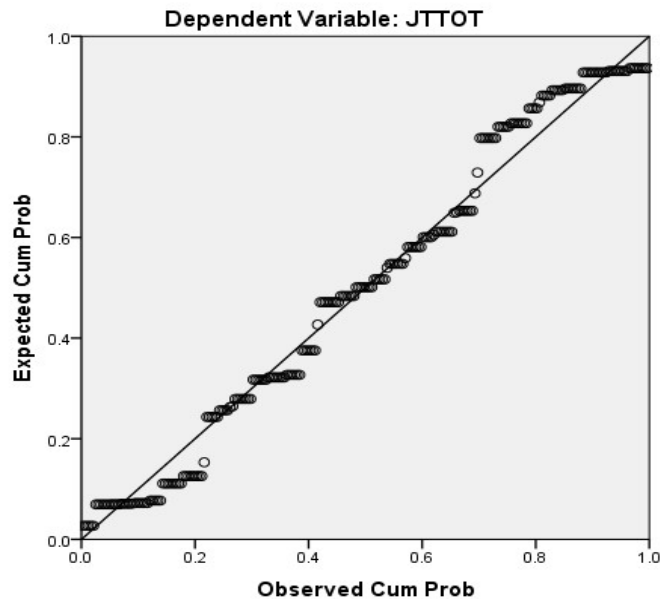
Factors	Cronbach Alpha
Work Family Conflict	0.906
Family Work Conflict	0.859
Job Turnover Intention	0.941
Work Life Balance	0.288

Table 2

Reliability Factor shows the consistency of the scale. The reliability of Work Family Conflict is 0.906, Family Work Conflict is 0.859, Reliability of Factor of Job Turnover Intention is 0.941 and reliability of Work Life Balance is 0.288.



Normal P-P Plot of Regression Standardized Residual



In this paper, r value is 0.604, r square is 0.365, Adj. r square is 0.356, r square change is 0.365, Durbin Watson value is 1.916. Beta value of Work Family Conflict is 0.085, Family Work Conflict is 0.945 and Work Life Balance is 0.185 and p value of work family conflict is 0.479, Family Work Conflict is 0.000 and Work Life Balance is 0.335. The Alpha value of the Model is 2.356 and p value of entire model is 0.437. All the values are upto the mark and eligible as per the mentioned standards of Hair et al 2011.

7. DISCUSSION :

The lives of people have been greatly impacted by digital technologies. with a simple click's distance. Work-family conflict must be eliminated from everyone's lives, but it is especially important for women academics because it has a detrimental impact on both the person and those around them. It is beyond the scope of one person's control. The same specific three types of

factors, such as individual-based and organizational-based, should be used to regulate it because it is caused by those same three types of factors.

Organizations could make the Work life balance friendly policies like Flexible working time, allowing the employees to leave office on time, if making them overwork then, paying them overtime. Such measures will reduce the stress of an employee and reduce the job turnover intention. Whereas individuals can learn from these and can work upon their mental peace by reducing their conflicts and maintain their work life balance by creating a boundary between the work and home sphere and thus reduce their intention to leave the job.

8. CONCLUSION:

Maintaining Work Life Balance is very important in everyone's life specially when it comes to women academicians. According to our research, the family work conflict and work family conflict both affects the work life balance which in turn leads the person to intend to leave the job.

9. IMPLICATIONS:

- Companies must pay close attention to how well their policies mesh with the methods of boundary management that their personnel use. Negative (and possibly even beneficial) results could result from a poor fit.
- Businesses should give workers additional possibilities for professional growth so they may learn how to balance their job and family obligations.
- For its employees to feel comfortable using corporate policies, businesses need to make sure that supervisors are supportive of them.
- To assist employees in achieving work-family balance, organisations ought to think about providing additional resources (such as support networks).

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