

Impact of Work Life Balance on Turnover Intentions – A Study of Female Teachers in Higher Education Institutions

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ABSTRACT: *Work life balance has become an important aspect of any profession or employment. It has been one of the most talked and researched topic, yet rarely achieved by employees. The balance gets disturbed if work life has interference in personal life, popularly known as work-family conflict, and also if personal life interrupts work productivity, popularly known as family work conflict. Further, non-achievement of work life balance leads to development of turnover intentions among employees. Teaching profession, nowadays, has no more been an exception to work life balance and turnover intentions. In particular, female teachers having dual responsibility of managing family and performing well at schools are colleges. This study has been conducted on a sample of 501 female teachers teaching in higher education institutions with the help of primary survey conducted through scaled questionnaire. It has been observed that work-family conflict has a major role in determining turnover intentions among female teachers. However, some of the female teachers still avoid to quit the current Institute due to fear of unknown or family responsibilities.*

Key Words: *Work Life Balance, Female Teachers, Higher Education, Turnover Intentions.*

Introduction

Work life balance can be defined as the ability of an employee to strike balance between work life and personal life. It can also be explained as equal investment by employee in work and personal domain of life. An employee may be having expectations from the management at workplace and responsibilities at home. Anyone who can match the both is said to have achieved work life balance. Greenhaus et al. (2003) have explained three major dimensions of work life balance including time, involvement and satisfaction balance. Time balance is related to allocating sufficient time to work as well as personal life. Involvement is more about mental involvement at both the workplace and home. Satisfaction is the scenario where one feels contented at both the workplace and personal life. Suifan, Abdallah, & Diab (2016) argue that a person who achieves ideal balance between work and personal life certainly not only avoids conflicting situations; but also so feels increasingly motivated with improved productivity and commitment to the organisation. Oosthuizen, Coetzee, and Munro (2016) have added few more benefits of positive work life balance. These include happier personality, improved creativity and good relations with other employees. These good relations further help to have a peaceful and creative environment at workplace. Turnover intentions are the desires of employees to quit the organisation with the reason to get a better opportunity somewhere else.

Turnover intention can be said to be the final choice or final decision of an employee to leave the organisation by resigning or by facing dismissal. Kerlinger (1973) has defined turnover intention as the estimated probability of an employee to leave the job permanently in the near future. Belete (2018) explains that turnover intentions are marked by declining productivity and reduced performance of workers at workplace. This further leads to many types of negative behaviour including reaching late at workplace, absenteeism, lack of creativity and spirit of initiatives and almost no enthusiasm towards the job. Kaur & Pankaj (2013) have highlighted the negative outcomes of turnover intentions for companies. We believe that higher turnover intentions can increase labour turnover rate. This will lead to more and more new people joining the organisation and will burden the company with cost of providing training and recruitment.

Problem Definition

This study largely revolves around work life balance of female teachers and turnover intentions. Although many empirical studies have proved the existence of work-family conflict, and its impact on turnover

intentions. However in case of female teachers, apart from work life balance, three major deterrents also play role in reducing turnover intentions. These deterrents include fear of the unknown, benefits from current job and family responsibilities. Hence this study has been undertaken primarily to examine if work life balance and turnover intentions play the role the same way, it is played in corporate job profiles.

Review of Literature

A lot of academic research has been dedicated to work life balance and its relation with turnover intentions among employees. Chow and Keng-Howe's (2006) have examined flexible work schedules as a tool to assist work life balance of employees by organisations. They found a positive impact of work life balance assisted by flexible work schedules on the self-reported productivity. Hughes and Bozionelos (2005) on the other hand have investigated the relationship between working hours and withdrawal tendencies like absenteeism and turnover. They reported that increased working hours lead to work family conflict for employees which eventually forces employees to quit job or at least look for better opportunities somewhere else. Greenhaus et al. (2003) compared people suffering from work family conflict and people experiencing family work conflict. They found that people experiencing family work conflict were still happy and satisfied as compared to people who were experiencing work-family conflict. Kossek et al. (2010) recommended structure support initiatives which included job redesign, reduced workload, flexible working hours, and changing policies related to absenteeism in order to help people strike better balance of work and personal life.

Many of the empirical studies have found that longer working hours cause a failure to strike balance between work and personal life for employees. This eventually leads to employees' fatigue and stress. This stress and fatigue are the major reasons for turnover intentions among employees. Pradana and Salehudin (2015) reported that increased stress level of employees led to an imbalanced work and personal lives of employees which further ended up at people quitting jobs. Jaharuddin&Zainol (2019) argued that turnover intentions have many negative outcomes for organisations in terms of financial and non-financial difficulties. Increased turnover intentions destroy the image of any organisation in the community which can be highly detrimental for the company in respect of attracting good talent. Work life balance has an important role to play in deciding turnover intentions. As per Hughes &Bozionelos (2007) the impact of negative work life balance on turnover intention is much higher as compared to the behaviour of Management or the incentives. They argued that financial incentives lose their purpose or value if employees do not have adequate time in personal life to spend that money. Studies have proved that a positive work life balance increases commitment towards the organisation whereas a negative work life balance will encourage employees to look for better opportunities.

Objectives of the Study

Two major objectives have been undertaken for the current study. First objective is to examine the impact of work family conflict and family work conflict on turnover intentions with reference to female teachers in higher education institutions. Second objective has been to examine the influence of three deterrents to the intentions of switching jobs including fear of unknown, benefits from current profile, and family responsibilities on turnover intentions of female teachers.

Research Methodology

Research methodology finalized for the current study has been discussed here. The scope of present study has been limited to three major cities in North India Viz. Chandigarh, Mohali, and Panchkula, popularly known as Chandigarh tricity. Various female teachers teaching in higher education institutions in this region were considered for the sampling. Based on follow ups, a final sample of 501 teachers was selected using judgemental sampling. Data Collection method followed was primary survey. For this purpose, a structured and scaled questionnaire was designed as an instrument of survey. It was further converted into to Google form and link of the survey was shared with 50 selected respondents for the purpose of pilot study. After making few modifications in questionnaire, it was finally circulated through web link with female teachers. The data so collected, was tabulated and analysed with the help of statistical tools. Various statistical tools used for analysis included basic descriptives like mean and standard deviation. For the purpose of examining the impact, multiple regression analysis was used. Results of this analysis have been discussed in the next section.

Data Analysis and Interpretation

The data collected through primary survey has been analysed and interpreted in this part. Firstly descriptives were computed for the entire data including mean value and standard deviation. Thereafter,

following the objectives of the study, impact of work-family conflict and family work conflict on turnover intentions among teachers has been analysed with the help of multiple regression analysis. Apart from it, three major deterrents including fear of unknown, benefits from the current job, and family responsibilities work covered in the study. Their impact on turnover intentions has also been covered with the help of multiple regression analysis. Detailed analysis along with interpretations is as below.

Table 1 shows the descriptive statistics related to work life balance, turnover intentions and various deterrents to turnover intentions. It can be noticed that average level of work-family conflict is more than average level of family work conflict. Mean value of turnover intentions has been 2.43 where is average level of deterrents to turnover intentions has main value of about 2. It can be interpreted that work-family conflict has been experienced by many of the female teachers. However, not all the cases have been converted to turnover intentions. Moreover, to some extent, deterrents also play a role in mitigating the impact of turnover intentions. Here, it is worthwhile to mention that 3 deterrents covered in the study were fear of unknown, benefits from the current job and family responsibilities of the employees.

Table-1: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Average Work Family Conflict	501	1.00	5.00	2.9988	.89313
Average Family Work Conflict	501	1.00	5.00	2.7860	1.01700
Average Turnover Intentions	501	1.00	4.00	2.4263	.63038
Average Deterrents to Turnover Intentions	501	1.00	3.00	2.0546	.54295

Table 2 deals with multiple regression analysis. It shows the model summary developed through regression. Dependent variable has been in the intention to quit current job while two independent variables selected were work-family conflict and family work conflict. The purpose of this regression analysis was to examine if negative work family conflict or family work conflict leads to turnover intentions among female teachers. R square value has been found to be around 7%. F-value has been found to be significant. Hence, it can be claimed that the model claiming impact of family work conflict and work family conflict has been statistically significant.

Table-2: Model Summary - Impact of Conflicts on Turnover Intentions

Model	R	R Square	Adjusted R Square	Std. Error	F	Sig.
1	.256 ^a	.065	.062	.8893	17.427	.000 ^b
<i>a. Dependent Variable: Intention to Quit Current Job</i>						
<i>b. Predictors: (Constant), Average Family Work Conflict, Average Work Family Conflict</i>						

Table 3 deals with coefficients related to table 2 modelling. One can notice that average family work conflict did not carry significant t-value. However, average level of work family conflict has been found significant. It proves that work family conflict has major role in development of turnover intentions among employees. Family work conflict did not lead to turnover intentions among teachers.

Table-3: Coefficients^a - Impact of Conflicts on Turnover Intentions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.574	.141	--	11.135	.000
	Average Work Family Conflict	.215	.061	.209	3.522	.000
	Average Family Work Conflict	.056	.054	.062	1.038	.300
<i>a. Dependent Variable: Intention to Quit Current Job</i>						

Table 4 covers second aspect of this analysis which is to study the impact of various deterrents on turnover intentions of teachers. A significantly high value of R square has been obtained through the regression modelling process. It has been found to be more than 18%. Thus it is very much clear that various deterrents have an impact on turnover intentions among female teachers.

Table-4: Model Summary - Impact of Deterrents on Turnover Intentions

Model	R	R Square	Adjusted R Square	Std. Error	F	Sig.
1	.432 ^a	.186	.185	.5943	114.181	.000 ^b
<i>a. Dependent Variable: Intention to Quit Current Job</i>						
<i>b. Predictors: (Constant), Average Deterrents to Turnover Intentions</i>						

Lastly, table 5 covers efficient analysis of regression model obtained in table 4. Here, it can be observed that the predictor deterrents to turnover intentions has been statistically significant. T value in this case has been found to be significant. However, beta value has been found to be negative. It simply conveys that more is the impact of deterrents to turnover intentions, lesser would be turnover intentions among teachers.

Table-5: Coefficients^a – Impact of Deterrents on Turnover Intentions

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.019	.104	--	9.797	.000
Deterrents to Turnover Intentions	-0.523	.049	-0.432	-10.686	.000

a. Dependent Variable: Intention to Quit Current Job

In nutshell, the analysis has proved that work family conflict and family work conflict are significantly high in case of female teachers. To a greater extent, work-family conflict has led to feeling of turnover intentions among teachers. Family work conflict has not been significant enough to create or reduce turnover intentions. The study has also found that various deterrents like fear of unknown, benefits from the current job and family responsibilities create such a situation where teachers want to stick to the current job only even if they are facing work-family conflict.

Conclusion

Through study, the fact that has come out is the impact of work family conflict in teaching profession. Specifically, female teachers have experienced intense work-family conflict which has led to feeling of stress and turnover intentions among these teachers. All the family work conflict has also been experienced, but no significant association has been found between family work conflict and turnover intentions. This sounds alarming for higher education institutions. Female teachers, if they can manage work-family conflict, they would definitely be in a position to perform well in teaching also. So the need of the hour is to come up with ways and means to allow female teachers to balance work and family. It has also been observed that female teachers avoid switching jobs due to fear of unknown, or family responsibilities. In such a scenario, a little effort by managements of these institutions to help teachers balancing work and family life can go a long way and produce committed teachers.

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