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## Work-Life Conflict with Turnover Intention: An analysis of the Relationships

K.G. Priyashantha<sup>1</sup>

### Abstract

*This study examines the relationships between the work life conflict and turnover intention. There are basically two relationships examined. In order to interpret those relationships effect from some other variables were controlled. The study was conducted by selecting the executive level employees in three cable manufacturing organizations in Sri Lanka. Data were collected using five point likert scale questionnaire. In order to test the relationships, correlation co-efficient, and regression analysis were used. The analysis results of the study have showed that the relationship between the work life conflict and the turnover intention was positive and relationship between job satisfaction and turnover intentions was negative. These results comply with the similar studies which have been conducted in different contexts and the relationships are common to the Sri Lankan context as well. This means that the work life conflict and job satisfaction plays a dominant role in predicting intension to leave when other factors held constant or controlled. In this way, identifying the factors for turnover intension is quite important since such perceptions will ultimately result to the actual turnover so that the management of the respective cable manufacturing organizations can take proactive HR policy decisions. Further, the study revealed that the work life conflicting executives' turnover intention level can be reduced by the job satisfaction. This can be treated as the main finding of the study which gives some implications for HR policy makers for eliminating labor turnover and improved retention.*

**Keywords:** Work life Conflict, Job Satisfaction, Turnover Intention, Cable Manufacturing Industry, Executive Employees.

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## 1. Introduction

One of the main objectives of effective Human Resources Management is to maintain a stable workforce. However, people may leave their organizations due to several reasons. Some of them are employee dissatisfaction (Mobley, 1977, Price & Mueller, 1981, Price, 1977 and Home et al, 1984), unfavorable relations with supervisors (Liden et al, 1997), problems in quality of peer group relationships and work environment (Hom and Griffeth, 1995) and conflict in work and family life (Smith and Gardner, 2007).

Apart from other reasons, the conflict in work and family life has been given much attention due to basically two reasons. The first is due to the demographic changes such as the increase in the number of women in the workplace, dual career families, single parent families and an aging population. These reasons generate increasingly diverse workforce and a greater need of employees to balance work and home life (Brough & Kelling, 2002; Frone, Russell & Cooper, 1992; Frone & Yardley, 1996; Hobson, Delunas, & Kesic, 2001). The second is the corporate activities such as reorganizing and restructuring their organizations due to competitive and customer pressures and as a result of that employees have to do more work (Poelmans, Kalliath & Brough 2008). When people work long weekly hours, they have worse work-life balance problems (Phillips et al., 2002; Yeandle et al., 2002) And which will result to marital breakdown, a large increase in lone parenting, and demands for parents to be more involved in their children's education (Burchell et al., 2002).

Moreover, work-life conflict is associated with employee burnout, mental health issues, substance abuse, and diminished family functioning (Lingard, et al, 2007) and which have been linked to job dissatisfaction and turnover (Smith and Gardner, 2007). These reveal that the employees' leaving decisions are affected by the work life conflict.

### 1.1 Problem Identification

As we know, even there is very limited research on this area in Sri Lankan Context, Sri Lankan private sector employees perceive this work family conflict which is also proved by many media reports and HR consultants. Cooke and Rousseau (1984) showed that work-family conflict would increase when one's obligations to the family expand through marriage and the arrival of children.



According to Zedeck (1992) the family is treated as a domestic haven for women and work as a public arena for men. Further, he states that family and work should remain separate in order to function properly and the division of labor by sex should be maintained in order to avoid conflict. According to the role theory (Zedeck 1992), role segmentation comes from different expectations on men and women. There, Women are expected to be good wife and mother whereas Men are expected to work for family. However, when considering about the current situation, Most of the women are now not only the house wives but also the business women and executives. This is proved by the increase in female job participation ratio by 45.1 % than a decade ago. In addition to that most of the Sri Lankan working families are now dual careers ([www.topssrilanka.com](http://www.topssrilanka.com)). In such a situation both the male and female worker's traditional role has been changed. However, the problem is the social expectation about the traditional role of both the male and female's has not been changed with the time. Therefore, working families are always having a burden to find a time to fulfill family responsibilities. This has created a big problem to find the time to fulfill the family responsibilities.

Further, Greenhaus and Beutell (1985) stated that the time-based conflict is one of the main sources of work family conflict. It is created due to time pressures associated with membership in one role may make it physically impossible to comply with expectations arising from another role; when it comes to the private sector in Sri Lanka, the time required for family responsibilities is now being reduced, due to the long working hours in the working place and huge traffic outside the working place. If you are a female employee, this conflict will become severe. Because they have the fullest responsibility to look after the house hold activities due to our cultural reflections.

Since the work life conflict is a burden, employees may tend to have turnover intentions that will ultimately affect to the turnover decision. This turnover decision may be harmful to the organization due to various reasons. One important reason is the large replacement costs and possibilities to leave the high performers. Therefore, this study is conducted in order to examine the relationship of work-life conflict on turnover intentions with special reference to cable manufacturing industry in Sri Lanka. If the predicted relationships will be proved empirically, which will ultimately helpful to HR policy decisions.

Many researchers pay attention to work family linkage from 1960s. Many have used dimensions like role conflict model, gender differences model, and work family interface model to interpret and work family conflict. In these models researchers have used dependent variables as work stress, turnover intention, employee burnout; job dissatisfaction etc. In this study, the main intention was to examine the relationships between the work life conflict, job satisfaction, and turnover intention. The work life conflict and job satisfaction were taken as independent variables. The job satisfaction was measured by peer satisfaction, pay satisfaction, job security satisfaction and supervision satisfaction. The turnover intention was the dependent variable. Age, tenure, marital status, and job status were taken as control variables. To examine the relationships the correlation coefficients, regression modelings were used. To check the validity and reliability of the concepts used in this study cronbach's alpha coefficient was used. Primary data were collected by structured questionnaire. The questionnaires were delivered to the executive level employees in three main cable manufacturing organizations. The sample size was 75 respondents.

As noted above, the examination of relationships will help to conclude whether the job satisfaction in terms of peers, supervision, pay and job security, can play a major role in reducing the turnover intention while perceiving the work life conflict. Literature survey found that there was no any similar study conducted in the cable manufacturing industry in Sri Lanka

## 1.2 Research questions and objectives

In order to test the relationships between the independent and dependent variables, the following questions were developed. The research questions consist of broad research question and specific questions. The broad question can be mentioned as;

- *What is the relationship of work-life conflict with turnover intentions?*

The specific research questions can be mentioned as;

- *Is there a relationship and what type of relationship between work-life conflicts and turnover intention?*
- *Is there a relationship and what type of relationship between job satisfaction and turnover intention?*



- *Is there any significant variation of turnover intention which is derived by the variations in age, tenure, marital status, and job status?*
- *What is the net effect of variation in turnover intention which is derived from one unit increase in work life conflict and job satisfaction together?*

Similarly, there are main objective and four specific objectives. The general objective is to examine the relationship of work-life conflict with turnover intentions. The four specific objectives include;

- *To examine the relationship between work-life conflicts and turnover intention*
- *To examine the relationship between job satisfaction and turnover intention*
- *To examine whether there is any significant variation of turnover intention which is derived by the variations in age, tenure, marital status, and job status*
- *To examine the net effect of variation in turnover intention which is derived from one unit increase in work life conflict and job satisfaction together*

### **1.3. The Context**

For this research the concepts developed by Mulvany et al (2006), Price (1977) and some later researchers on turnover intention have been taken in to consideration. It is obvious that there is a time gap. In addition to that they have conducted their studies in different contexts and unit of analysis have been different professional categories. Therefore the results could be different. For this study the context is the manufacturing industry in Sri Lanka. The unit of analysis is the executive employees. The following paragraph is about the three cable manufacturing organizations.

#### **1.3.1. ACL Cables PLC**

ACL Cables PLC is the largest manufacturer of cables in Sri Lanka. It was started in 1962 as a pioneer in cable manufacturing in Sri Lanka and now it is holding a 35-40% share of the cable market in Sri Lanka (<http://www.acl.lk>). Currently it has 500 employees and its annual income is approximately LKR 7.2 billion (ibid). One of the principle objectives of ACL is to participate in the infrastructure development of the country and the region, by providing cables and conductors for the transmission, distribution, and utilization of electricity (<http://www.acl.lk/>). The product

range it offers can be mentioned as; Home and building wires, Flexible cords and cables, Armoured and unarmoured power cables, XLPE insulated Aerial Bundled Cables(ABC),Control Cables and ACL-FRLS cables (<http://www.acl.lk>).

ACL cable has a very good HR department under a HR manager and a HR consultant, which provides HR services to all 500 employees in the factory. The HR activities are done by using the integrated HR information system in the factory. Employees are free to form unions and employee problems are solved through the joint consultative committee.

The factory is located at Piliyandala, which is situated in Colombo city area, the capital of Sri Lanka. The factory is operating, 24 hours a day, 7 days of the week. And the employees are employed on shift basis.

### ***1.3.2. Kelani Cables PLC***

Kelani cables PLC is the second largest cable manufacturer in Sri Lanka. It was founded in 1967. Currently it is holding a 35% share of cable market and it has 410 dedicated employees ([www.kelanicables.com](http://www.kelanicables.com)). The annual turnover is approximately LKR 3.3 billion (ibid). The company has achieved better product safety, international recognition, breakthroughs in product development, and, above all, import substitution ([www.kelanicables.com](http://www.kelanicables.com)). In addition to that the company's priority is the Research and Development (R&D) with regard to the objectives of the company (ibid).

The company's main products are all types of aluminium and steel-reinforced aluminium conductors, single-core, and multi-core PVC/XLPE insulated armoured and unarmoured copper or aluminum cables and coaxial cables ([www.kelanicables.com](http://www.kelanicables.com)). The company is also the leading manufacturer in Sri Lanka of enameled copper winding wires (Ibid)

There is a very good HR department which provides HR services to all other functional divisions. All the HR activities are done by using the integrated HR information system in the factory. There are 14 functional divisions (HR Policy Manual, PP-6) and work is organized through such divisions. The heads of divisions are given responsibility, authority, & empowerment to function and take decisions independently (HR Policy Manual, PP-6). The Company engages in fair labor practices, respects the rights and freedom of every employee of the Company, and engages in

maintaining harmonious employer employee relationship through the Joint Consultative Council (ibid).

The company operates in 2 plants at Wewelduwa and Siyambalape, which is situated in Colombo city area, the capital of Sri Lanka. Also, it operates 24 hours a day, 7 days of the week. Therefore the employees are employed on shift basis.

### ***1.3.3. Ruhunu Cables PLC***

Ruhunu cables PLC is a small scale manufacturing organization when comparing to the other two organizations considered for this study and it was founded in 1979. The products it produces are aluminium and copper cables. It has only 200 employees and annual sales turnover is approximately LKR 360 Million.

When talking about the technology, they do not have sophisticated technology as being used by the other two giant organizations. Most of the machineries the company is using are acquired from Taiwan and India. Most of the processes are operating manually. In addition to that, Ruhunu cables is the pioneered organization which obtained the ISO 9001-2000 certification in the cable industry.

There is no proper HR department and basic HR activities like, attendance, leave management, salary administration are done by the clerical staff. Instead, all the other functions are managed and main decisions are taken by the managing director.

The factory is operating 24 hours and 7 days of the week. Therefore the employees are employed on shift basis.

## **2. Theoretical Framework**

People always have to play multiple roles such as students, parents, sons and daughters, and employees etc. they have to carry out some roles simultaneously, for example; employee who is a spouse, son and a parent. Combining these roles can be problematic and could result to experience a conflict. The theoretical framework for most research on this kind of conflict, often referred to as work-life conflict (WLC), is established by Greenhaus and Beutell (1985). They defined WLC as “A form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect” (1985, p. 77).



It is commonly accepted that work life conflict is bi-directional construct (Darcy and McCarthy, 2007; Hill, 2005). In other words, on one hand, work can interfere with family life (work-family conflict/work life conflict), for example, when working overtime prevent a parent from spending time at home with the family and on the other hand, family life can interfere with work (this can be known as family-work conflict), for example, when having a sick child at home prevents attendance at work (Frone, Russell & Cooper, 1997 and 1992). Further to that, there is a concept called work-life enhancement or enrichment (Geurts, Taris, Kompier, Dikkers, van Hooff and Kinnunen, 2005). In this case, for example, when a person is better able to keep appointments at home because his job requires this as well (work- home enhancement/ work life enhancement) and when a person manage his time at work more efficiently because he has to do that at home as well (home- work enhancement/ life-work enhancement) (Geurts et al., 2005). Despite the consistent support for this bi-directional nature of work life conflict, there is evidence that individuals experience work life conflict much more frequently than life work conflict (Frone et al., 1992; Carlson and Frone, 2003). For this reason work life conflict has been chosen as the main interest of this study.

Every employee expects a balance between the work and the personal life, highlighted that work life balance is equally important for both men and women. Organizations have developed policies for fair balance of work and the family or personal life such as flexible work arrangements (e.g. working from home, compressed work weeks and flexible working hours), leave arrangements (e.g. maternity leave, paternity leave, and leave to care for a sick dependent), dependent care assistance (e.g. on-site daycare, subsidized daycare, eldercare, and referral to child care), and general services (e.g. employee assistant programs, seminars and programs related to family needs) (Frone, 2003).

In the literature, there are relationships of this work-life conflict with some other concepts like job satisfaction, organizational performance, worker commitment, and turnover intention (Mulvaney et al, 2006; Mulvaney et al,2006; Cleverland et al, 2007; Namasivayam and Zhao, 2007; Karatepe and Uludag, 2007; Rowley and Purcell, 2001).

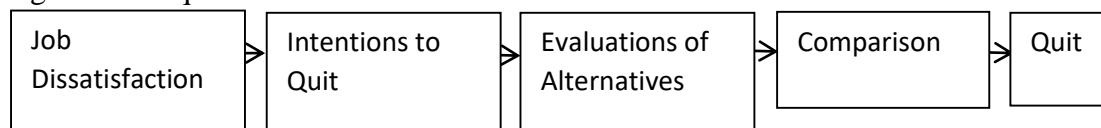
The turnover intention is not the actual turnover behavior. However, it will create an actual turnover behavior later on (Rilovick, 2005 and Price & Mueller, 1981). Since the employees have

to combine multiple roles at a time, resulted to experiences of work life conflict, it can be assumed that people want to minimize these negative feelings. For employees this could result in having turnover intentions which “encompasses thoughts about, and/or intention of, quitting one’s job” (Netemeyer, Brashear-Alejandro & Boles, 2004). Delfgaauw (2007) states that the variable ‘work versus private life’ had a significant relationship with the employees’ leaving the industry. Similarly, Sang et al, (2009) stated that there was high correlation between the work-life conflict and the turnover intention. This means that an increase in work-life conflict is associated with an increase in turnover intention which proved the positive relationship between the variables (Ibid). This is further proved by Grover and Crooker (1995) as employees with access to more family-responsive practice benefits showed lower intention to leave. Based on these, the first hypothesis for the study can be developed as;

*H<sub>1</sub> – Work Life Conflict (WLC) is positively related to Turnover Intentions.*

Job satisfaction can be defined as “pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating one’s job values” (Locke, 1969). The term job satisfaction is measured with the satisfaction in; pay, colleagues, supervisors, working conditions, job security, promotion prospects, the company worked for the nature of the work undertaken (Warr, 1996). Price (1977) measured the job satisfaction in terms of different aspects such as pay, integration, instrumental communication, formal communication, and centralization. Even different authors have taken different aspects, there is sufficient evidence in the literature that job satisfaction has a relationship between the turnover intentions. Mobley (1977) identified job dissatisfaction as leading to thoughts of quitting. He developed a sequential model consist of job dissatisfaction, intentions to quit, evaluations of alternatives, comparison, and end with quitting. He suggests that these elements in the model derived one after the other. The summarized model is illustrated in figure 2.1.

Figure 2.1 Sequential Model for Turnover



Source: Hunter, M., (2008), *Voluntary Turnover of information systems professionals: A cross cultural investigations*, *Journal of global Information Management*, 16(4).

Hom et al, (1984) and Rilovick, (2005), suggested that job satisfaction is negatively related to turnover and thoughts of quitting positively affects turnover. Price (1977) developed a model that includes pay, integration, instrumental communication, formal communication, and centralization as determinants for job satisfaction and model suggested that the job satisfaction was negatively related to the turnover intention. Therefore, the second hypothesis for the study can be developed as;

*H<sub>2</sub> –Job Satisfaction is negatively related to Turnover Intentions*

Even the job satisfaction has been used as an independent variable to turnover behavior (March and Simon, 1958, Mobley, 1977, Hom et al in, 1984, Price's 1977, Price and Mueller, 1981 and Amah, 2009), it was used as a moderating variable. This is because of the interaction effect of job satisfaction to the relationship between work-life conflict and turnover intention. There is evidence in the literature that work life conflicts and job dissatisfaction interact with each other and finally affect to turnover intention. Mulvaney et al, (2006) suggested that the levels of conflict between work and family will be moderated by the levels of support employees receive, the personal attributes they bring to the job, the industry norms and the way all these components are managed in the workplace. Then these components will result to job satisfaction and organizational commitment and ultimately lead to turnover (Mulvaney et al, 2006, Cleverland et al, 2007, Namasivayam and Zhao, 2007, Karatepe and Uludag, 2007, and Rowley and Purcell, 2001).

In addition to the main variables in this study, there may be some personal characteristics which can be related to intentions to leave. Previous studies have found that age, tenure, and marital status negatively associated with turnover intention (Bamber & Iyer, 2002; Rasch & Harrell, 1990). Also, Amah, (2009) has taken job status as a control variable in predicting the turnover intention, which was measured as (1.Junior, 2.Senior, 3.Supervisor, and 4.Manager).

Depending on the paragraphs mentioned above the predicted relationships can be depicted in the following figure 2.1

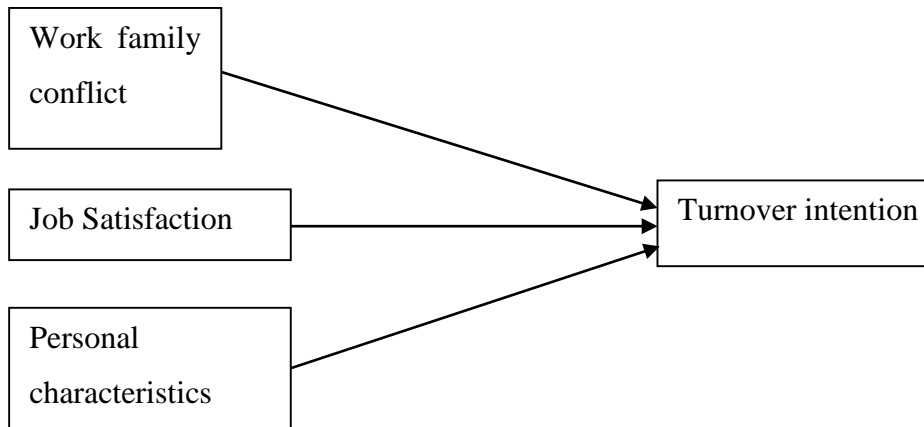


Figure 2.1 Relationship of work life conflict with turnover intention

### 3. Methods

Researchers have used different methods in order to test the turnover intentions; some have used qualitative and some have used quantitative. This research study focused on the quantitative methods which involves more structured plan.

#### 3.1 Sampling and unit of analysis

Population of this study is the executives of cable manufacturing firms in Sri Lanka. A sample of these executives has been drawn and the executives include the junior and senior executives and all managers of different functions. Therefore, the unit of analysis is the junior and senior executives and managers of the cable manufacturing firms. A list of the executives from each factory was taken and which was considered as the sample frame. The sample was drawn using random numbers table and the sample size was 75 respondents.

#### 3.2 Data collection.

A questionnaire was developed for the data collection. The questionnaire consisted with four sections. The first section is for demographic variables which include; gender, marital status, job status and tenure. Second section contains four items to measure the turnover intention. The item “*I often think about leaving my job*”, “*I will be actively searching for a new job over the next 12 months*” and “*I will be actively searching for a job outside of the private sector job in the next 12 months*” was extracted from Sang, et al, (2009). The statement “*I often think of leaving this*

*organization*” was extracted from Lentz (2004). Third section contains seven items to measure the work life conflict. It includes items such as; “*It has been difficult for me to fulfill my family responsibilities because of the amount of time I spend on my job*”, “*I have arrived at work too tired to function well because of the household work I had done*” and “*I have come home from work too tired (several times a month) to do the chores which need to be done*” etc, extracted also from Sang et al (2009). Finally, the fourth section contains nine items to measure the job satisfaction which includes the items such as, “*I feel I am being paid a fair amount for the work I do.*”, “*My supervisor is quite competent in doing his/her job*” and “*I like the people I work with*” etc. All those nine items were extracted from Spector, (1985). All the items in second, third and fourth sections are measured by five point likert scale which ranges from strongly disagree to strongly agree.

### 3.3 Data Analysis

In order to measure the validity and reliability of the items used to test the concepts, Cronbach’s alpha coefficient used. Hair et al (2003) define rule of thumb about this Cronbach alpha coefficient size as; <0.6: Poor, 0.6 < 0.7: Moderate, 0.7 < 0.8: Good, 0.8 < 0.9 Very Good, >0.9: Excellent. Normally the alpha value is calculated by using the inter correlation coefficients between the items. Since this concept was found by Lee Cronbach, it is known as Cronbach’s alpha.

Basically, since there were different variables used in this study, multiple regression analysis was used to test the study hypothesis. A regression model was developed for this task. In this case, the main intention was to derive two relationships; the positive relationship of work life balance with turnover intention and negative relationship of job satisfaction with turnover intention and which is illustrated as follows;

$$Y = \alpha + \beta_1 X_1 - \beta_2 X_2$$

(Note:  $Y$ =Turnover Intention,  $\alpha$  = Intercept,  $\beta_1$  = The slope of the relationship of work life conflict and turnover Intention,  $\beta_2$  =The slope of the relationship of job satisfaction and Turnover Intention,  $X_1$  =Work life conflict,  $X_2$  =Job satisfaction.)



Under this main model, In order to find out the strength and the type of the relationships between the variables, correlation coefficient was used. In this case, the correlation coefficient matrix was prepared and used to test the hypothesis 1 and 2. Similarly, the coefficient of determination was used to interpret the variation of dependent variable explained by associating with the independent variable. In order to test the significance of coefficient values in the regression models developed, F test was used. If the F value is greater than the Critical value ( $F_{\alpha; (k_2 - k_1), (n - k_2 - 1)}$ ), null hypothesis is rejected. If the F value is below than the critical value, null hypothesis is accepted. SPSS version 17 used to perform all these statistical calculations.

## 4. Results

This section presents the outputs of the test statistics of the study. First, it is noteworthy about the validity and reliability of the items used to test the concepts. As mentioned in the methodology section, the validity and reliability of the concepts were measured in terms of Cronbach's alpha. The validity ensures how well the items measure the same concept. A higher value of Cronbach's alpha value gives an assurance that the concept is properly measured by the items. In other words, the items are valid to measure the concept. Therefore, higher Cronbach's alpha value represents a high validity. Similarly, if the same items have been used in similar studies, a higher alpha value in all studies represents a high reliability. Therefore, the items used for the study must be both valid and the reliable.

The work-life conflict was measured using seven items. Sang, et al (2009), have used this scale and they have obtained an alpha value of 0:8967. In this study the same scale was taken in to consideration and the obtained alpha value was 0.842. For turnover intentions, the alpha value obtained by, Lentz, (2004) was 0.88. Since the majority of the items were extracted from Sang, et al. (2009), it is important to state that the alpha value of them was 0:8349. The alpha value for the turnover intention in this study was 0.887. Warr, (1996), Price (1977) and Spector, (1985) have used different items which covers different aspects of job satisfaction. Among all these authors, Spector's, (1985) 36 items covers more aspects of job satisfaction. The obtained alpha value for those items was 0.89. Since the almost all the aspects of Spector, (1985) cover from the current study, alpha value of Spector, (1985) is comparable to the alpha value of the aspects of job

satisfaction in the current study. The reported alpha value for job satisfaction was 0.544. This means that there is high validity and reliability for all the items used to measure the concepts.

#### 4.1 Data Set and Response Rate

As mentioned in the methodology section, the questionnaires were delivered to executive level employees in three major cable manufacturing organizations in Sri Lanka. Even the sample was 75 executives; Responses were received from 68 Executives. Therefore, the response rate for this study was 90%. Such information on the responses obtained, number of questionnaires delivered and the total number of executive employees employed in each factory are given in the table 4.2.

Table 4.2 Distribution of Respondents for the Sample

Factory	Number of respondents	Number of questionnaires delivered	Total Number of Executives
Ruhunu Cables	10	10	30
ACL Cables	22	25	105
Kelani Cables	36	40	95
<b>Total</b>	<b>68</b>	<b>75</b>	<b>230</b>

The data set consisted of the responses received from each factory. it would be better to analyze the data from each factory separately, if the responses were different from one factory to other. However, the responses received from each factory had the same pattern. Therefore all the data were merged in to one data set and taken together for the analysis.

#### 4.2 Results of the Relationships

Before testing the original relationships of the two variables; namely, the work life conflict and the job satisfaction with the turnover intentions of the executives, it is important to test whether there is any relationship between any of these control variables with turnover intentions. For this task, the relationship of the control variables with the dependent variable; turnover intention, were

calculated. In this case, the partial correlations were calculated for the dependent variable (turnover Intention) and two independent variables (work-life conflict and job satisfaction) while controlling the effects of control variables (Age, Gender, Tenure, Marital Status and Job Status). The results of these relationships are depicted in table 4.3 together with the descriptive statistics.

Table 4.3 Descriptive statistics and Zero order correlations

	Mean	SD	TI	WLC	JS	Age	Gender	Marital Status	Job Status	Tenure
TI	3.7	1.12	1							
WLC	3.9	.89	<b>.886**</b>	1						
JS	2.3	1.0	<b>-.923**</b>	<b>-.891**</b>	1					
Age			.067	.176	-.127	1				
Gender			-.022	.110	.015	.053	1			
Marital Status			<b>-.421**</b>	<b>-.351**</b>	<b>.386**</b>	<b>-.299**</b>	.141	1		
Job Status			-.020	.121	-.024	<b>.445**</b>	-.004	-.189	1	
Tenure			.055	.038	-.058	<b>.612**</b>	.061	-.079	.144	1

Notes; N=68, SD= Standard Deviation, TI=Turnover Intention, WLC=work life Conflict, JS=Job Satisfaction, P\*\*<0.01(2-tailed) P\*<0.05(2-tailed),

According to the correlation results shown in table 4.3, there is a strong relationship between the work conflict and the turnover intention (-0.886, P<0.01): the relationship is positive and significant. Similarly, there is also a strong relationship between the job satisfaction and the turnover intention (-0.923, P<0.01); the relationship is negative and significant.

In this study, the main objective was to test the relationship of work life conflict with the turnover intention. Similarly, it was intended that there was negative relationship between the job satisfaction and turnover intention. The correlation results shown in the table 4.3 statistically proves these relationships. As mentioned in the literature, in examining the relationship of work life conflict and job satisfaction with the turnover intention, there should be an effect of control



variables on turnover intention. According to the results in the table 4.3, there is a significant effect from marital status to the variations in turnover intention. This impact must be controlled. It is done by partial correlations. Therefore, after controlling for the control variables, the results of the relationships of work life conflict and job satisfaction with the turnover intention are given in the following table 4.4

Table 4.4 Relationship of Study Variables after Controlling for the Control Variables

	TI	WLC	JS
TI	-		
WLC	.898**	-	
JS	-.913**	-.889**	-

Notes:  $N=68$ ,  $TI=$ , Turnover Intention,  $WLC=$  Work life Conflict,  $JS=$  Job Satisfaction,  $P^{**}<0.01$ ,  $p^{*}<0.05$ ,

As per the table 4.4, after controlling for the control variables, work life conflict was positively related to the turnover intention (0.898,  $p<0.01$ ). Similarly, job satisfaction was negatively related to the turnover intention (-0.913,  $p<0.05$ ). These reveal that there is a slight increase of the strength of both the relationships than before controlling the control variables.

Moreover, the predicted relationship in this study can be further explained by the regression model ( $Y=\alpha+\beta_1X_1-\beta_2X_2$ ). In this model the  $\beta$  values of partial regression is the percentage of the variance in turnover intention (dependent variable) that is explained by the work life conflict or the job satisfaction (independent variables). Similarly, the standardized  $\beta$  values or beta coefficients also explain the variance in turnover intention, which is explained by the work life conflict or the job satisfaction. The standardization of all independent variables requires converting them in to a common measurement and we make sure that the variables are comparable. The standardized variables have standard deviations which are equal to 0 and 1 respectively. The  $t$  – values are calculated in order to make sure the significance level of the partial correlation coefficients. Then,

with the standard level of error, the researcher can say that the regression coefficients are not equal to zero.

The above mentioned partial regression coefficients ( $\beta$ ), standard beta coefficients, and t values are given in the table 4.5.

Table 4.5 Coefficients of the Dependent Variable-Turnover Intention

Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.9	.72		5.398	.000**
WLC	.39	.12	.31	3.144	.003**
JS	-.72	.11	-.65	-6.631	.000**

Notes:  $N=68$ ,  $TI$ =Turnover Intension,  $WLC$ =Work Life Conflict,  $JS$ = Job Satisfaction,  $p^{**}<0.01$ ,  $p^{*}<0.05$ ,

According to the table 4.5 the partial regression coefficient for work life conflict was 0.39 and -0.72 for job satisfaction. This means that when one unit of work life conflict increases, the turnover intention will increase by 0.39. Similarly, if one unit of job satisfaction increases, the turnover intention will decrease by 0.72. When it comes to the standardized beta coefficients, there was 0.31 for work life conflict and -.65 for the job satisfaction. This means that, one unit of variations in work life conflict and the job satisfaction would result to .31 and -.65 variations in turnover intention. The net effect from one unit increase in both work life conflict and job satisfaction would result to decrease in turnover intention by 0.34 units. This is depicted in table 4.6. This means that job satisfaction plays a major role to reduce the turnover intention even though there are work life conflicts among the executives in the cable manufacturing industry.

Table 4.6 The net effect of Turnover Intentions from variations in independent variables

Variable	Value Increase/Decrease	Value
WLC	Increase	0.31
JS	Increase	-0.65
Net effect (WLC+JS)	Increase	<b>-0.34</b>

Note; WLC=Work life conflict, JS=Job satisfaction

The table 4.5 further reveals that the relationship between the work life conflict and the turnover intention is positive. Similarly, the relationship between the job satisfaction and turnover intention is negative. Both these positive and negative relationships between the variables are highly significant ( $p=0.000$ ). This gives a high level of assurance that the coefficients is not equal to zero and reveals it as a good predictor for the turnover intention at a 95% confident level.

Since the model gives a high level of assurance for the prediction of turnover intention, it is also important to find the overall predictive fit of the model. The model fit information is summarized in the table 4.7. The predictive fit capacity is derived from the  $R^2$ , the coefficient of determination, and it is 0.872 for this model. This  $R^2$  was obtained from the R, which was the correlation coefficient. The correlation coefficient (R) for this model was 0.934. This value reflects the degree of the association, between the turnover intension and the two independent variables of the work-life conflict and the job satisfaction.

Further, Zikmund (2003) defines the  $R^2$  as “the percentage of variance in the dependent variable that is explained by the variation in the independent variables”. According to the results in table 4.6 and based on the definition of Zikmund (2003), there was 87% variation in turnover intention is made from the two independent variables of work life conflict and job satisfaction.



Table 4.7 Model Summary for the Turnover Intention without the Interaction Effect

R	R Square	Adjusted R Square	Std. error of the estimate	F value	Sig.
0.934(a)	0.872	0.868	0.40657	52.423	.000**

Note; (a) = Predictors: (Constant), WLC = Work Life Conflict, JS = Job Satisfaction,  $p^{**}<0.01$ ,  $p^* < 0.05$ ,

Moreover, when considering about the adjusted  $R^2$ , The coefficient of determination or the  $R^2$  tends to be inflated when the number of independent variables increases to the model. Since there are two independent variables, it's better to take the adjusted  $R^2$  for interpretation. In this case it is 0.868 and in percentage terms, it is 86.8%. Therefore it can be said that 87% of the variation of turnover intension is explained by the two independent variables used for this study. For this calculation, statistical assurance can be given from the F value. In this case, the F value was 52.423 and it is highly significant ( $p=0.000$ ). This means that the regression model is statically significant at a 95% confident level and also it can be said that turnover intension is influenced by work-life conflict and job satisfaction.

### 4.3 Hypothesis Testing

In this study, there were three hypotheses have been developed. It was evident that there was sufficient statistics which can be picked from the above paragraphs to test the hypothesis. The hypothesis testing information is summarized in the following table 4.8.

According to the table 4.8, the H1 is supported. Because the standardized beta value ( $\beta=0.308$ ) and the correlation coefficients (0.597,  $p<.01^{**}$ ) after controlling the control variables was positive. This proves that the relationship between the work-life conflict and turnover intention is positive. The H2 is also supported. This is proved by the negative standardized beta value ( $\beta =-0.649$ ) and the correlation coefficient (-0.783,  $p<.05^{**}$ ) after controlling the control variables. However the H3 is not supported in this study. Because, the F- value was not significant ( $F= 0.430$ ,  $p>0.01$ ). This means that there is no any supportive evidence to prove that the job satisfaction weaken the relationship between the work-life and conflict and turnover intension.

Table 4.8 Hypothesis Testing Information

Hypothesis	Expected	Actual (observed)	Whether Supported/ Not	Values
<i>H<sub>1</sub>- Work Life Conflict (WLC) is positively related to Turnover Intentions</i>	Positive relationship	Positive relationship	Supported	Standard Beta =.31 (t=3.144, p<.01)  Correlation coefficient after controlling the control variable =.597, p<.01**
<i>H<sub>2</sub>- Job Satisfaction is negatively related to Turnover Intentions</i>	Negative relationship	Negative relationship	Supported	Standard Beta= - 0.65 (t= -6.631, p<.01)  Correlation Coefficient after controlling the control variable = -.783, p<.05**

Note;  $p^{**} < 0.01$ ,  $p < 0.05$ ,

## 5. Discussion

The outputs of the correlations and regression analysis indicated that there was a positive relationship between the work life conflict and turnover intention and negative relationship between the job satisfaction and turnover intention. This resulted that the study hypothesis were supported. These findings of this study were complied with the findings of Sang et al, (2009), Noor



and Maad (2008), and Grover and Crooker (1995). The results of the study demonstrate that this relationship is obvious in a Sri Lankan context as well. This means that the employees who have work life conflict will have turnover intentions. In other words, the decrease in work life conflict will lead to decrease the turnover intention. Even, this study is not intended to test the effect of executives' turnover intentions on actual employee turnover, this increased turnover intentions will have an impact on actual employee leaving decisions (turnover). If it is put in other way, the employees who currently perceive a high work life conflict may result to take ultimately the leaving decisions which will negatively impact to the success and smooth functioning of the cable manufacturing companies. However, the proved positive relationship between the work life conflict and turnover intention implies that the executives who have a high perception of work life conflict- for example, they have a difficulty in fulfilling the family responsibilities, they have arrived at work too tired, their marriage relationship have suffered due to the work and so on- will have intentions to leave their respective cable manufacturing company every time. Similarly, the same regression analysis results indicate that there is a negative relationship between the job satisfaction and turnover intention. This negative relationship also indicates that a high job satisfaction results to lower intentions to leave. The study results reveal that there is a strong relationship. This strong relationship provide sufficient evidence to accept the second hypothesis and the results complies with the findings of Mobley, 1977, Hom et al in, 1984, Price's , 1977, Price and Mueller, 1981 and Amah, 2009.

However, what will be the ultimate outcome from this two opposing positive and negative relationships occur simultaneously? The answer for this has been given in the table 4.6 and according to which, it can be stated that there is net reduction in turnover intention by 0.34 units. This reveals that job satisfaction (which was measured in terms of peers, job security, pay, and supervisors) supersedes the effects of work life conflict to the variation in turnover intention. In other words, the executives will have intention to retain in the same organizations, when they can be satisfied by peers, level of pay, supervision, and job security even though they perceive the work life conflict. It can be concluded that the work life conflicting executives' turnover intention level can be reduced by the job satisfaction. The job satisfaction can be obtained by making good friends at work, provision of good salary, provision of good supervision, and provision of more secured job.

However, the model created for this study predicts the relationships significantly and they are assured at a 95% confidence level. This means that the model is very good for deriving the variation of turnover intention from both the work life conflict and the job satisfaction. The model can be tested in different countries, industries, and different work categories.

It is also noteworthy about the impact of control variables' effects on predicting the turnover intention. The cable manufacturing industry is male dominant. It is useful to find out the underline reason for this. One main reason is that may be due to the heaviness of the industry. In addition to that, running the factory 24 hours and 07 days of the week may be another factor. It is a well-known fact that females don't prefer heavy scale jobs and jobs which runs 24 hours of the day even the shift basis is adopted. However, there is no significant evident to prove that the turnover intention is varied by being a male or a female.

The majority of the executive are at their mid-career age when it comes to the age level of the executives. It was evident that the eldest executives were very few in industry. However, there was no any significant evidence to prove that the age level had an effect for the variations in turnover intention. There was significant evidence that being married or not affects to the variations in turnover intention. The study results that the majority of the executives were married. The positive relationship between the marital status and turnover intention reveals that the high turnover intention will be there when the married respondents are high. This is obvious that the marriage creates the turnover intention. For example, assume both the husband and wife are working and their working places located far away from each other's places. One of them has to take the decision of leaving. Therefore, the executives who are married or expecting to get married have higher turnover intentions.

Being a junior or senior, in other words, the job status, affect the turnover intention. It was evident that the most senior executives were very few in the industry. There is no any significant evidence that the job status affect to the variations in turnover intention.

## **6. Conclusion**

With the proved positive relationship between the work life conflict and turnover intension and the negative relationship between the job satisfaction and turnover intention, the conclusion can be made as the relationships are obvious to Sri Lankan context as well. Further, based on the



findings, it can be concluded that the work life conflicting executives' turnover intention level can be reduced by the job satisfaction. The job satisfaction can be obtained by making good friends at work, provision of; good salary, good supervision, and more secured job. This can be treated as the main finding of the study which gives some implications for HR policy makers for eliminating labor turnover and improved retention

Even though this study have taken five control variables, only one variable, marital status of the executives, had an effect for the variations in turnover intension. This concludes not only that work life conflict and the job satisfaction but also the marital status of the executives had an impact for the variations in turnover intensions. Therefore, it is important to control the effect of the marital status in predicting and interpreting the turnover intensions. Identifying the factors for turnover intension is quite important since such perceptions will ultimately result to the actual turnover. The findings about the influence of the marital status of the executives on turnover intension provide some insight to HR policy changes.

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