An Analysis on the Relationship between Work Family Conflict and Turnover Intention: A Case Study in a Manufacturing Company in Malaysia

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Abstract: This study provide an insight of the relationship between work family conflict and turnover intention. Juggling between work and family are not something easy in life because individual need to be more sensitive in classify priority of work and life. If they are failing to manage their life properly, they will tend to involve in work-family conflict. Therefore, this exploratory study look into the factors in the work family conflict that affect turnover intention among employees in one manufacturing company in Malaysia.

Key words: Work family conflict, turnover intention, job satisfaction, child care, family support

INTRODUCTION

Work-family conflict can be defined as role conflict due to imbalance between responsibilities at home and responsibilities at the workplace (Greenhaus and Beutell, 1985). This problem occurs when the two domains (work to family conflict and family to work conflict) are not parallel and lead to work-family conflict. Work-family sources is consists two dimensions which are work-family conflict (WIF) and family-work conflict (FIW) (Hammer et al., 2003).

Based on Atika, work and family are not something easy in life because individual need to be more sensitive in classify priority of work and life. If they are failing to manage their life properly, they will tend to involve in work-family conflict. Her finding shows that most of the married people are more likely to experience and involve in this conflict. Some other researcher found that more man had involved in work-family conflict (Korabik et al., 2008). In some survey likes American Work and Life Index Survey (AWALI) shows that in year 2008 the percentage of women who are working as a full-time worker not satisfy with work-family balance increase from 15.9-27.5% in 2012 (Skinner, 2012). Based on Byron (2005), he identified that there is no difference between genders in involves and experiences work-family conflict or family-work conflict.

Failure in balancing life will lead people to conflicts. Challenges from an imbalance work and family needs can lead to the work-family conflict (Eby et al., 2005). Huffman et al. (2003) said that 70% of employees dissatisfied with the balance of work and family and half of them had experienced in handling this problem. There are several factors that influence individual ability and creativity in fulfill work and family needs such as the nature of work, employer, economic, social and culture of their life (Bailyn, 1992). In addition, an organization can help the employee to manage their work and family commitment responsibly by providing organizational policies which are enhancing the employee's ability.

Literature review

Concept of work-family conflict: Most of the researcher's belief that work and family is not dependent life domain especially in the hospitality industry (Namasivayam et al., 2006). Although, most of the researcher found that work and family is not relate each other but some of the researcher identified that the two domains are interrelated and it is relate each other (Allen et al., 2000; Bellavia and Frone, 2005; Boyar et al., 2003; Byron, 2005; Eby et al., 2005; Ford et al., 2007; Grandey et al., 2005; Huang et al., 2004; Voydanoff, 2005). Basically, some other researcher will be classified in two dimensions which are Work to Family Conflict (WFC) and Family to Work Conflict (FWC) and each of the dimensions have different antecedent. It can help the researcher to identify which dimension will give high impact to the individual.

Accordion, Grzywacz and Marks (2000) family to work facilitation can be relate to family structure as primary antecedents and job attributes can be used as work to family antecedents. In studies, Wayne et al. (2004) identified that job effort and satisfaction was strongly related with work to family facilitation than family to work facilitation (Wayne et al., 2004). From that it will give impact to the individuals' mental health and lead to the work-family conflict (Grzywacz and Bass, 2003).

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Work to family conflict can be defined as individual have limited time to fulfill their responsibility towards family because of work demands whereas family to work conflict is about individual having difficulties to focus with their job because the interface from family demands (Voydanoff, 2005). In addition, her findings show that work demand has strong relationships with a work to family than family to work conflict.

There are several factors or antecedents that can cause individual involve in a work to family conflict. One of the antecedents is positioned in the organization. Duxbury (2003) in their research found that managerial level will expose to high levels of wok to family conflict rather than non-managerial level.

In individual's lives consists of two main areas which are role of job and family satisfaction. Both of the satisfactions are related to work-family domains. Individual's perception will be reflected in the family satisfaction whereas individual satisfaction can be seen through how the employee's reaction or respond to their job (Spector, 1997).

Fundamentally, work-family conflict can be reduced when the individual receives positive support from people around them. Social support is not only focusing on support from spouse but it can be family, supervisor, manager and colleagues. Parasuraman *et al.* (1992) had opined that social support can be defined as a relationship between individual with managerial level, colleagues and family. Social support means verbal or non-verbal information that can be obtained through the social closeness. Another study by Md-Sidin *et al.* (2010) identified that social support can be seen through the direct effect of the actions taken during family work conflict.

In social support, spouse is the most important person who can help in reducing burden and stress. Lack of support given by the spouse in managing household and work will lead to work-family conflict (Cinnamon and Rich, 2002). Every couple should be smart in play their role to help reduce stress faced by individuals in providing emotional and physical support.

Ahmad (2007) found that most of the female factory operators will be experienced high level of work to family conflict when their youngest child's age <3 years old. The finding was supported by Lu *et al.* (2006) which identified that there is negatively related with work to family conflict and family to work conflict. Level of work-family conflict will be increased if there is lower level control over work and family interface especially when it involves unexpected demands likes the childcare arrangement and care of sick children (Ahmad, 2008).

Moreover, the female is most related to the child care and it became challenges for them to balance between career and family matter. Gordinier *et al.* (2000) has been reported that a study among female gynecologic oncologists was shown the importance of child care will be influenced them in balancing professional and personal life. Ahmad (2007) in her research among female production operators in manufacturing companies found that there is negative correlated between satisfactions of child care arrangement with work to family conflict and the intensity of conflict experienced.

Support from family is one of the aspects that can affect work-family conflict. A good support from family can help to reduce the burden and conflict. Harris and Kacmar (2006) was identified that support from family is one of the important role in reducing work-family conflict. Lack of family support will be the cause of the individual involve in work-family conflict if the individual always arises this problem in their daily life (Adam, 2008).

Turnover intentions: Turnover will give negative impact to the organization especially in the aspect of the economy because the organization needs to do advertisement for the empty position and the organization need to spend money for recruitment and training process for new employee. This statement was supported by Sagie *et al.* (2002) who had opined that turnover will cause high costs to the organization.

Turnover can be referred to the resignation, termination, layoff and retires from the organization no matters whether voluntary or involuntary. Turnover is a scale of employee who leave the organization and it will affect the cost of expenses in the organization (Khan *et al.*, 2014). According to Khatri (1999), turnover intention was positively correlated to the turnover culture in the organization. In addition, Khatri (1999) identified that most of the employees were changed to another organization for the sake of their interest. Reason the employee leave the organization because they want to grab another better opportunity offered by another organization (Rahman, 2012). Kawabe in his studies among professional in Malaysia regarding turnover found that the main factor the employee leave the organization is about money.

Tuzun (2007) was defined turnover intention as a potential of employee will be leaving the organization in order to fulfill their interests. Turnover intention can be referred as a prediction by the employee regarding their period of time to fulfill their duties in an organization (Cotton and Tuttle, 1986). Some other research was described that employee's intention to leave or stay in the organization as voluntary turnover because it was dependent on the employees' decision.

Relationship between work-family conflict and turnover intention: In the research of Haar (2004) from University of Auckland aimed to investigate about the effects of perceived work-family support towards the relationship between work-family conflict and turnover intention. The data were collected through questionnaire method. The questionnaire divided into four sections which are work-family conflict measure, turnover measure, perceived work-family support measure and demographic. A total 100 of respondent from New Zealand local government employees are involved in the survey. The employee being tested about work-family conflict as the independent variable of turnover intention the effects of perceived work-family support towards both variables. The findings of the study show that there was a significant correlation between two variables. Besides that the findings found that high work to family conflict will be encouraging the employee to quit from the current job. Perceived work-family support just has little effects on these relationships.

Ghayyur and Waseef (2012) conducted research regarding work-family conflicts and employee's turnover intention. There were two methods used by researcher which are stratified random sampling purposive convenient non-random sampling method for this study. Stratified random sampling will be implemented to the managers and non-managers while purposive convenient non-random sampling method will be applied to 100 of respondents from each type organization (banking and pharmaceutical). The respondent will be tested by fill up the questionnaire. The total number of 310 questionnaire was distributed to the respondent and 200 out of the response to the questionnaire. Findings have shown that there is a positive correlation between work-family conflict and turnover intention among employee. In other hand, researcher found that demographic that includes gender, marital status and designation which related to work-family conflict was gave positive impact on turnover intention. Based on findings towards two types of organization (banking and pharmaceutical) show that work-family conflict was the reason why the employee's had intention to leave the organization.

Alsam *et al.* (2013) had studied about the impact of work family conflict on turnover intentions in Pakistan. The purpose of this study was to identify the effects of Work to Family Conflict (WFC) and Family to Work Conflict (FWC) on turnover intention. In this study, researcher was using purposive sampling technique to measure the relationship between the variables. A total of 250 respondents from the banking sector in Pakistan was participating in this study. They found that there is a positive correlation between WFC, FWC and turnover intention. Besides that researcher can conclude that employees who had experienced WFC and FWC will be inclined to turnover intention.

In studies of Haar (2012) was aiming to examine about work family conflict and turnover intentions of indigenous employees. This research was conducted to test work-family conflict and family-work conflict (time and strain dimensions) on turnover. There are 197 of New Zealand Maori's employees are involved in the process of data collection. The data being collected from 13 New Zealand organization in diverse geographical location. Researcher has conducted two ways data collection. First survey is aimed to measure WFC, whanau support and demographic variables while the second survey being conducted to measure about turnover intention. A total of 238 respondents from Maori's employees gave a good response to this survey. Finding of the study shows that WFC and FWC are significantly correlated with turnover intention. This study shows that WFC is not strongly correlated with turnover compared with FWC. WFC was fully mediated by FWC. Besides that researcher found that turnover intention had affected by one support even in opposite directions. It will be depending on factors of conflict. When the respondents experienced high family-work time and when support will be increased turnover intentions while when the respondents experienced high family-work strain will be reduce turnover intention.

According to Logue and Ayman (2009) in their research regarding work family conflict and the role of social support towards turnover intentions, they are aiming to identify the relationship between social support and turnover intention. Researcher was using work-family conflict as mediator to examine both variable. The respondents of this study were US professionals. Researcher also used convenience samples to collect the data. The survey is divided into three parts which were work-family conflict, social support and intention turnover. For work-family conflict, researcher was used 6 point Likert scale while 4 point Likert scale was used to measure social support. For turnover intention, researcher was used adjustment mean approach as measurement tools in this study. The findings of this study show that there is a significant and positive relationship between work-family conflict, social support and turnover intention. The intention turnover will be increased when the employee received support from their friends and family.

Glass and Estes (1996) identified about factors of job turnover among mothers of infants. In this research,

a total of 246 employed mothers was involved in surveying. Finding of the research shows that family background strongly correlated to the intention to turnover. Besides that only one of the organizational variables's had a relationship with turnover intention but negative impact was shown between job categories and turnover intention. Child care and workplace support do not affect turnover intention but can decrease the level of turnover intention.

Mahdi *et al.* (2012) aimed to identify the relationship between job satisfaction and turnover intention. In this research, a total of 32 of employees from different level in a local printing company were randomly participated to answer the questionnaire. The result of analysis shown that there is negative and significant correlation between job satisfaction and turnover intention among worker in local printing company.

There was a research from Mbah and Ikemefuna (2012) exploring about the relationship between job satisfaction and turnover intention among employee in Nigeria PLC. The purpose of this study to clearly identified about the concepts of job satisfaction and turnover intention. In order to achieve the objectives, researcher used a questionnaire and interview as a method to collect the data. Researcher distributed the questionnaire to 300 of employees in the organization and the interview session will involve three human resource executives from the same company. The finding of the analysis shown that there is significant and negative correlation between job satisfaction and turnover intention among employee in the organization.

Based on Lee (2004) social support is one of the factors that can influence the employee to leave the organization. Researcher had conducted the research about the relationship between social support and turnover intention. Researcher developed a model to analyze the data whether there is the relationship between the variables or there is no correlation between the variables. A questionnaire will be used to collect the data and it will be distributed to all employees in computer professionals. Researcher used 5 point Likert scale to measure the data which gain from the questionnaire. From the study, researcher found that there is negative and significant relationship between the two variables.

In research by Glass and Estes (1996) about relationship between child care, workplace support and turnover intention. In this study, researcher focused on women employee who are working and at the same time have a baby. To achieve the objective there is 246 of employed mothers will be sampled for this research. Questionnaire and interview session is method that used by researcher for collecting the data. The purpose of parental interview is to know about additional information regarding their job and life after giving a birth. Whereas a questionnaire will distribute to the respondents the early stage of pregnancy in order to identify their perspective on their current job before give a birth. From this study, researcher found that there is a significant and negative correlation between child care and turnover intention among employed mothers of infant.

MATERIALS AND METHODS

Research design: This study employed quantitative approach. The analysis of primary sources drawn from the results of a survey exercise where questionnaires given by researchers to target samples that serve at a manufacturing company. The name of the company is not disclosed as requested by the organization management team. Therefore, in this study, a pseudo name (XYZ) is used to represent the company. XYZ provides fully-integrated electronic and mechatronic design and manufacturing solutions to its customers. Founded in 1974, it is a Swiss-owned company that have manufacturing plant in Malaysia that specialized in Printed Circuit Board Assembly (PCBA).

The study sample consists of employees at XYZ. Determination of sample size for this study conducted by researchers organized the data acquisition survey sample is taken using a convenience sampling method regardless of demographic. Based on the sampling method, a total of 160 employees was selected as samples from total of 850 employees. Out of 160 samples, a total of 120 valid questionnaires are obtained. Therefore, the response rate is 75%.

Research instrument: Research instrument of this study was designed by using questionnaire method which divided into three main parts (A, B, C). Table 1 shows in detail the relevant sections (A, B and C). All items of the instrument are adapted from established instrument used in previous studies (Dana, 2004; Ahmad and Skitmore, 2003; Olusegun, 2013; Long and Perumal, 2014).

Table 1: Research instrument

Section	Scope	Factors	Adapted from
A	Work to family conflict	Social support	Dana (2004), Hui-Ying Tsai (2008)
		Job satisfaction	Ifah Latifah (2008)
B	Family to work conflict	Family support	Dana (2004)
		Child care	Ahmad and Skitmore (2003)
C	Turnover intention	-	Olusegun (2013), Long and Perumal (2014)

RESULTS AND DISCUSSION

Table 2 shows the relationship between the factors of work-family conflict (social support, job satisfaction, family support and child care) and turnover intention. Through Pearson's correlation, the analysis shows that job satisfaction and child care have significant correlation with turnover intention. Job satisfaction has significant correlation with turnover intention ($r = -0.437$**, $p > 0.01$). Child care also has significant correlation with turnover intention ($r = -0.319$**, $p > 0.01$). There is no significant relationship between other factors (social support and family support) and turnover intention. These results shows that lacking of job satisfaction and time to involve in child care activities will influence the turnover intention in the organization.

Further, analysis base on using stepwise regression analysis as shown in Table 3, concurred that only two variables enter into the equation, namely job satisfaction and child care are predictors of the employees' turnover intention. The other two other variables, namely social support and family support fail to enter into the stepwise regression equation.

Job satisfaction ($F_{(1, 118)} = 15.733$, $p < 0.05$) contributed for 19.1% of variance ($R^2 = 0.191$) in the employees' turnover intention. Means that job satisfaction ($\beta = -0.437$, $p < 0.01$) is a key indicator of cause respondents' turnover intention. Combination of job satisfaction ($\beta = -0.378$, $p < 0.01$) and child care ($\beta = -0.217$, $p < 0.01$) have increases 4.4% of variance ($R^2 = 0.235$) in the criterion variable in frequency of turnover intention ($F_{(2, 117)} = 9.673$, $p < 0.01$). Based on the result of analysis, researchers reported that job

satisfaction and child care are the predictor variables for frequency of turnover intention among employee at XYZ.

The results obtained indicate that only job satisfaction and child care have a positive significance with turnover intention. This can be interpreted that the employees at XYZ experienced work-family conflict in their life and it is one of the factors that influenced the employee to leave the organization. This finding is supported by previous research by Logue and Ayman (2009). In addition, Alsam *et al.* (2013) had same findings that work to family and family to work conflict were significantly correlated with turnover intention. Similar findings also were reported by Ghayyur and Waseef (2012) study.

However, Haar (2004) argued that the employee who is engaged with high work demands at workplace will lead employees to leave the organization. Many work family conflict occurred when employees suffer low satisfaction at work due to high work demands from their superior. Employees may vent their frustration at work on his/her family members when they are back home. Employees most likely will choose to leave the organization to maintain the harmonious relationship with their family members (Mbah and Ikemefuna, 2012).

Glass and Estes (1996) claimed that child care factor in work family conflict has a negative and significant relationship with turnover intention. This result supports the finding of this research. It shows that the improvement in child care will give impact to the turnover intention. If the employee can manage well their child it will reduce the level of turnover intention. In providing the child care center facilities or incentive may be an effective way organization's top management show support to employees. This can also increase motivation and loyalty to the organization especially for the women workforce.

However, Lee (2004) finding contradict with the findings of this research. Lee (2004) argued that family conflict factor such as social support is related with turnover intention. Lacking of social support can lead to work family conflict. This type of conflict can occur

Table 2: Pearson correlation analysis on work-family conflict factors and turnover intention

Work-family conflict factors	Correlation coefficient (r)	Significance
Social support	0.022	0.810 ($p > 0.01$)
Job satisfaction	-0.437**	0.000 ($p < 0.01$)
Family support	0.226	0.013 ($p > 0.01$)
Child care	-0.319**	0.000 ($p < 0.01$)

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

Table 3: Stepwise regression analysis onturnover intention

Models	Unstandardized coefficients (B)	SE	Standardized coefficients (β)	t-values	Sig.	Collinearity statistics	
						Tolerance	VIF
1							
Constant	1.305	0.224		5.826	0.000	-	-
Kob satisfaction	-0.364	0.069	-0.437	-5.273	0.000	1.000	1.000
2							
Constant	2.413	0.481		5.017	0.000	-	-
Job satisfaction	-0.315	0.070	-0.378	-4.505	0.000	0.928	1.078
Child care	-0.268	0.104	-0.217	-2.588	0.011	0.928	1.078

Dependent variable: turnover intention

when employees have engagement with uncooperative colleagues or subordinates in completing work task. Without the support from colleagues thus having supervisor that is not helpful may force employees to bring home work that unable to be completed at workplace. This will definitely effect the quality work life of the employees.

CONCLUSION

The result shows that factors of work family conflict such as job satisfaction and child care have significant relationship with employees' turnover intention.

RECOMMENDATIONS

It was suggested for future researchers can be conducted using qualitative methods such as interviews for the process of data collection. Further, study can be conducted to compare finding between two or more organizations. These differences may indicate differences or similarities of the relationship between work-family conflicts toward turnover intention.

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