

Impact of Work-Family Enrichment and Work-Family Conflict on Turnover Intention: Employees in a State Bank in Sabaragamuwa Province, Sri Lanka

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Abstract: Many obligations at work and at home result in both negative (work-family conflict) and positive (work-family enrichment) spillover, which influence the effectiveness of people in both their lives at work and home. This has led to expanding research into the relationship between work and family. The outcomes of the two components of work-family relationships, work-family enrichment and work-family conflict, vary. This study examined the combined impact of work-family conflict and enrichment on intention to leave among state bank employees in Sri Lanka's Sabaragamuwa Province. Using self-administered surveys, the enrichment and conflict of work-family relationships were measured. The research used a single data source and a cross-sectional design. The data from 250 valid surveys were collected using a simple random sample technique. The hypotheses were examined using Pearson's correlation coefficient and multiple regression analysis. The findings from the research indicate that a simultaneous experience of less work-family conflict and more enriching experiences at work will provide tremendous benefits and long-term benefits to organizations. The implications of these results for theory and practice are also discussed. As a result, it is proposed that management should pay special attention to enhancing work-family enrichment since this appears to be linked to decreased turnover intention. By examining the connection between work-family enrichment and results that are relevant to the workplace, this study adds to the body of work-family literature.

Keywords: *Organizational performance, Turnover Intention, Work-Family Conflict, Work-Family Enrichment*

Introduction

Nowadays, employees have competitive lifestyles and priorities their work above other aspects of their lives as they rush to achieve different life goals. Therefore, divide their limited time between work and family responsibilities, are more active, and rush toward competitive life patterns (Noor, 2011). Compared to the previous decade, employees are more motivated at work. Long work hours, stress at work, demanding tasks, and advanced technology made it challenging for employees to manage their responsibilities to their work and family (Nadeem & Abbas, 2009). The employee's lifestyle also changed due to the contemporary context of globalization and work's evolving nature. Technological advancement also causes this situation, and, employees face the challenge of balancing their work and family life (Rebecca & Jayawardana, 2022) Thus, work and family relationships play a significant role nowadays.

The effective combination of work and family responsibilities has been identified as one of the primary contributors to various job attitudes and outcomes, such as job satisfaction, organizational commitment, work engagement, organizational citizenship behaviors, and task performance of the organization (Cooklin et al., 2014; Mauno et al., 2015; Rubel et al., 2017). According to the identified research problem, it has been found that employees who are attached to a state bank in the Sabaragamuwa province face the problem of leaving the bank due to the issues of managing the relationship between work and family (Annual report of the state Bank, 2021). Further, In the context of Sri Lanka, the impact of the work-family relationship on turnover intention is an area of research that is barely examined. Nevertheless, previous research has examined the negative association between work and family and numerous job outcomes, concentrating less on the positive interaction between work and family (Aboobaker et al., 2017; Aboobaker & Edward, 2019). Consequently, the current study aims to investigate the impact of work-family enrichment and work-family conflict on employee turnover intention and the impact of work-family enrichment on employee turnover intention. Therefore, the study question was formulated as; what is the relationship between work-family enrichment and conflict and employees' intention to leave a state Bank in Sabaragamuwa Province, Sri Lanka?

Literature Review

Turnover Intention

According to Bester (2012), many researchers (Horn et al., 1984; Mobley, 1982; Mowday et al., 1979; Steers, 1977) viewed turnover intention as the final step in the decision-making process before a person leaves a workplace. Tett and Meyer (1993) defined turnover intention as the conscious and deliberate willfulness to leave the organization. It has been found that turnover intention has a positive relationship with actual turnover (Byrne, 2005; Hendrix et al., 1998). Several authors argued that turnover intention could be a valid proxy for labor turnover (Jaros et al., 1993; Muliawam et al., 2009). Turnover results from a coping strategy employees use to escape the current situation (Petriglieri, 2011). Turnover can be permanent when employees leave the institution or characterized by horizontal mobility when employees seek and accept transfers to other departments (Kirpal, 2004). Bothma (2011) argued that leaving a job may not always be an option for an individual. Many personal and contextual factors, such as employability and labour market conditions, influence the decision to leave. An individual's turnover intention depends on perceived chances and the ease of finding another job (especially in challenging economic conditions), the role of mobility cognitions, and individual differences in search behavior (Bothma & Roodt, 2013).

Work-Family Enrichment (WFE)

According to Greenhouse and Powell (2006), Work-Family Enrichment (WFE) is defined as the extent to which experiences in one role improve the quality of life, namely performance or affect, in the other role, and they proposed that enrichment occurs when resource gains generated in Role A promotes improved individual performance in Role B. More specially, enrichment occurs when resources (skills and perspectives, flexibility, psychological and physical social capital, and material resources) gained from one role either directly improve performance in the other role, referred to as the instrumental path, or indirectly through their influence on positive affect, the practical path (Greenhouse & Powell, 2006).

Employees believe their family life has taught them new ways to engage with co-workers or increased their capacity to multitask in the workplace, according to the research-based instrumental pathway (Crouter, 1984; Kirichmeyer, 1992; Ruderman et al., 2002, as cited in Carlson et al., 2006). According to Carlson et al. (2006), employees may develop conflict resolution skills at work that help them manage problems with their children, spouses, or other family members more successfully when applied to their homes. Similarly, parents report gaining exceptional patience with their children, which enables them to interact with people in their workplaces more effectively. Bidirectional work-family enrichment happens when resources earned in the job role support family role fulfilment and improve the quality of family life, according to the concept. Work-family enrichment occurs when family-related resources promote job performance (Carlson et al., 2006). Work-family enrichment is divided into job-related resources increasing the quality of life in the family domain (work-to-family enrichment) and family-related resources improving the quality of life at work (family-to-work enrichment) (Greenhaus & Powell, 2006; Shockly & Singla, 2011). WFE is positively associated with employee behaviors and outcomes such as increased job satisfaction, organizational citizenship, behavior, organizational commitment, work engagement, subjective well-being, and decreased desire to leave the organization (Akram et al., 2014; Mauno et al., 2015; Timms et al., 2015). Thus, the following hypothesis is formulated;

H₁: There is an impact of work-family enrichment on employee turnover intention.

Work-Family Conflict

Work-Family Conflict (WFC) is a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect (Greenhaus & Beutell, 1985; Thompson et al., 1999). Aboobaker et al. (2017) define work-family conflict as a form of inter-role conflict in which the role pressures from the work and family domains are mutually incompatible in some respect. WFC occurs when the demands of work conflict with the time or consideration given to the family (Kailasapathy & Jayakody, 2018). Various workplace factors like total working hours, overtime requisites, inflexible work schedules, unaccommodating peers, and uncongenial organizational culture create conflict between the work and family roles (Baral, 2010; Bardoel et al., 2008; Carlson et al., 2000; Chandra, 2010; Haar, 2004; Rathi & Barath, 2013). Conceptually, the WFC has two bi-directional conflicts: work-to-family (WFC) and family-to-work (FWC) conflict (Boyar et al., 2007; Carlson et al., 2000; Hill et al., 2001). Work-family conflict occurs when experiences at work interfere with family life, such as asymmetrical or rigid work hours, work overload and other forms of job stress, interpersonal conflict at work, career transitions, and unaccommodating supervisor or organization (Greenhaus et al., 1989 as cited in Aboobaker & Edward, 2019). At the same time, when employees devote more to family activities, this

will cause them to reduce time devoted to work-related activities (Rebecca & Jayawardana, 2022). Accordingly, the study's second hypothesis was formulated as follows;

H₂: There is an impact of work-family conflict on employee turnover intention.

Research Methodology

Overview of Sample and Procedures

The employees of a state Bank in Sabaragamuwa Province, Sri Lanka, have been chosen as the study's target population. The population consists of all levels of employment. In Sabaragamuwa Province, the state bank has 552 workers (Annual report of the state Bank, 2021). The researcher utilized the Morgan table (95% CI) to select 234 employees as the study sample.

This descriptive research was done among the workers of a state bank in Sabaragamuwa, province of Sri Lanka. The data was collected by delivering self-reporting questionnaires to sample chosen respondents who were chosen using a simple random sampling technique. Those respondents who were challenging to contact were also sent an online questionnaire. The distribution of 300 questionnaires resulted in the collection of 250 valid replies for final data analysis.

Sample Composition

The demographic characteristics and other attributes of the study sample are summarized in Table 1.

Table 1: Sample Composition [N=250]

Gender	Male	118	47%
	Female	132	53%
Age Group	20-30 Years	68	27%
	31-40 Years	106	42.6%
	41-50 Years	76	30.4%
	Above 50 Years	-	-
Civil Status	Single	50	20%
	Married	200	80%
No of Children	0	65	26.1%
	1	26	10.4%
	2	109	43.5%
	3	50	20%
	More	-	-
Income Statement of Spouse	No	72	28.7%
	Yes	178	71.3%
Seniority	01-05 Years	65	26.1%
	06-10 Years	96	38.3%
	11-15 Years	65	26.1%
	More than 15 Years	24	9.6%

Source: Author, 2022

According to the figures [count & percentage] shown in table 1, study sample is female dominant where 53% of the respondents are females. Moreover, 80% of the respondents are married and having 3 children more than 40%.

Conceptual Framework

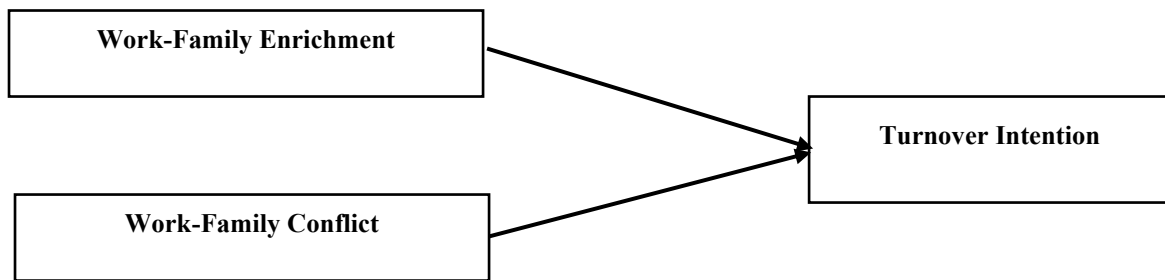


Figure 1: Conceptual Framework of the Study

Source: Author, 2022

Measures

Turnover Intention

Employee turnover intention was assessed using the measurement scale developed by Bothma and Roodt (2013), which included six items ($\alpha=0.892$). All the items are anchored on a five-point Likert scale where 1 = never and 5 = always. Sample items include: *'how often have you considered leaving your job'*.

Work-Family Enrichment

work-family enrichment was assessed using the measurement scale developed by Carlson et al. (2006), including 18 items ($\alpha=0.992$). All the items are anchored on a five-point Likert scale where 1 = strongly disagree, and 5 = strongly agree. Sample items include: *'makes me feel happy and this helps me be a better family member'* (work to family enrichment); *'puts me in a good mood and this helps me be a better worker'* (family to work enrichment).

Work-Family Conflict

work-family conflict was assessed using the measurement scale Carlson et al. (2000) developed, including 18 items ($\alpha=0.991$). All the items are anchored on a five-point Likert scale where 1 = strongly disagree and 5 = strongly agree. Sample items include: *'I have to miss family activities due to the amount of time I must spend on work responsibilities'* (work to family conflict); *'Tension and anxiety from my family life often weaken my ability to do my job'* (family to work conflict).

Findings of the Study

Validity Statistics

Table 2: Validity Statistics

Variable	KMO Coefficient	Bartlett's Test [Chi-Square]	Sig.	No. of Items	Highest FL	Lowest FL	ESSL Cum%
Turnover Intention	0.856	608.430	0.000	06	0.943	0.474	67.329
Work-Family Enrichment	0.968	3776.088	0.000	18	0.958	0.918	88.468
Work-Family Conflict	0.967	3662.889	0.000	18	0.952	0.904	87.148

Source: Author, 2022

According to the KMO coefficients and the respective sig. Values for both composite variables given in table 2, the study sample seems statistically adequate to perform an EFA to assess the construct validity.

Moreover, as table 2. depicts, ESSL Cum% for both composite variables and the independent variables are greater than 50%, and the FL values of individual items in the scales used were adequate. Hence, it could be concluded that the multi-item scales are valid, and the data set seems statistically free from bias.

Descriptive Statistics

Table 3: Descriptive Statistics

Descriptive Statistics	Turnover Intention	Work-Family Enrichment	Work-Family Conflict
Mean	3.0145	3.0628	2.9570
Standard Deviation [SD]	0.63005	1.39939	1.36194
Max	4.50	4.67	4.56
Min	1.50	1.28	1.50
Range	3.00	3.39	3.06
variance	0.397	1.958	1.855
Skewness	0.249	-0.27	0.065
kurtosis	-0.88	-2.005	-1.979

Source: Author, 2022

As shown in table 3, the mean value of turnover intention 3.0 indicates a moderate turnover intention among the respondents in the sample. Also, as the SD lies between +2 and -2, the mean value could be statistically accepted.

Hypotheses Testing

Table 4: Correlation Statistics

Variables		Turnover Intention	Work-Family Enrichment	Work-Family Conflict
Turnover Intention	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	250		
Work-Family Enrichment	Pearson Correlation	-.823**	1	
	Sig. (2-tailed)	.000		
	N	250	250	
Work-Family Conflict	Pearson Correlation	.818**	-.983**	1
	Sig. (2-tailed)	.000	.000	
	N	250	250	250

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

Source: Analyzed data, 2022

Table 5: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.824 ^a	.679	.674	.35988	.679	118.708	2	112	.000	2.132

a. Predictors: (Constant), Work-Family Conflict, Work-Family Enrichment

b. Dependent Variable: Turnover Intention

Source: Analyzed data, 2022

Table 6: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.149	.081		51.207	.000
	Work-Family Enrichment	-.370	.024	-.823	-15.382	.000
1	(Constant)	1.895	.081		23.291	.000
	Work-Family Conflict	.379	.025	.818	15.137	.000

a. Dependent Variable: Turnover Intention

Source: Analyzed data, 2022

Table 4 shows a strong negative correlation between turnover intention and work-family enrichment ($r=-0.823$), statistically significant as Sig. 2-tailed (0.000) is less than the significance level (0.01). Moreover, a strong positive correlation between turnover intention and work-family conflict ($r=0.818$) was statistically significant as Sig. 2-tailed (0.000) is less than the significance level (0.01).

Multiple regression analysis (Table 5) revealed that the independent variables (WFC and WFE) simultaneously explained 67.9 per cent of the variance in TI ($R^2 = 0.679$). Further, as given in Table 6, the marginal contribution of work-family enrichment (-0.370) in determining the effect on turnover intention is considered statistically significant (Sig. = 0.000). Thus, according to the regression results, H1 is accepted statistically, claiming a significant impact of work-family enrichment on turnover intention. Moreover, the marginal contribution of work-family conflict (0.379) in determining the effect on turnover intention is to be considered statistically significant (Sig. = 0.000). Thus, according to the regression results, H2 is accepted statistically, claiming that there is a significant impact of work-family conflict on turnover intention.

Discussion

Enhancement focuses on benefits and may have a salient effect on activities across the work and life domains. Enrichment focuses on enhanced role performance in one domain as a function of resources gained from another. WFE has been proven to be positively related to employee behaviors and outcomes like higher job satisfaction, organizational citizenship behavior, organizational commitment, work engagement, subjective well-being, and lower intention to quit the organization (Akram et al., 2014; Mauno et al., 2015; Timms et al., 2015). The current study also revealed that WFE impacts job outcomes (turnover intention). Aboobaker et al. (2019) concluded that work-family enrichment lowers employee turnover intention. Accordingly, the current study also revealed a negative relationship between employee turnover intention and work-family enrichment. When an employee enriches his/her work life from the family life and enriches the family life through the experiences from the work life reduces the intention to leave the organization.

Many prominent researchers have associated work-family conflict with numerous adverse outcomes, such as domestic violence, poor physical activity, poor eating habits, poor emotional health, excessive drinking, substance abuse among women, decreased marital satisfaction, decreased emotional well-being and neuroticism (Kinnuenn & Mauno, 2007; Luk & Shaffer, 2005; Greenhaus & Powell, 2006; Zhang et al., 2012). The conflict between work and family is associated with increased occupational stress and burnout, intention to quit the organisation, lower job and health performance, low job satisfaction, high absenteeism rates, reduced career commitment, and increased psychological distress (Frone et al., 1992; Higgins et al., 1992; Parasuraman et al., 1989 as cited in Aboobaker et al, 2017). Compared with the current study also reveals that work-family conflict affects the employee's intent to leave the organization. Aboobaker et al. (2017) revealed that an employee's work-family conflict and intention to quit the organization are significantly related. Further, he stated that work-family conflict positively correlates with turnover intention. Compared with the current study, it also revealed a significant positive relationship between work-family enrichment and turnover intention when an employee has problems in work life which are affected the family life and problems from the family which is affected the work-life increase the employee's intention to leave the organization.

Conclusion

This study empirically reviewed the impact of work-family enrichment and work-family conflict on employee turnover intention in a state bank in Sabaragamuwa Province, Sri Lanka. For the research, the theoretical model was established around the turnover intention, work-family enrichment, and work-family conflict. These findings demonstrate that they are valuable for the employees' work and family domains and for employers to make strategies to retain employees and increase performance. The current study presented the hypotheses derived from the extant literature on the significant impact of work-family enrichment and conflict on employee turnover intention. In line with the result of the study, work-family enrichment lowers the turnover intention, and work-family conflict increases the turnover intention.

Limitations & Future Research Directions

The current study is based on a single bank in the banking industry and is also limited to one province, and the results may be limited to the specific province. Furthermore, the sample has not covered all branches in the province. According to the limitation of the research, to overcome the research limitations researcher should get more than one bank. Future research regarding these sectors should better go beyond one province. When collecting sample responses for the research, the researcher suggested that collect data covering all the banks in the industry. Moreover, it suggests studying demographic factors and how the work-family relationship varies according to demographic factors.

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